

**PROVISIONALLY FILED
UNDER SEAL**

EXHIBIT 13

JUUL LABS

Mktg Overview for Kevin
DECEMBER, 2017

Agenda

1. Brand Status

1. History
2. Consumers
3. Current brand

2. Initiatives

1. 2018 Brand Goals
2. Key Initiatives
3. Gating/Sensitivities

BRAND STATUS

2015-2016 - Reactive Brand Swing Post-Launch

Key brand message:
#VAPORIZED

Tagline:
Smoking Evolved



Post-lawsuit & brand
backlash



2017 Brand Process

What is the approach?

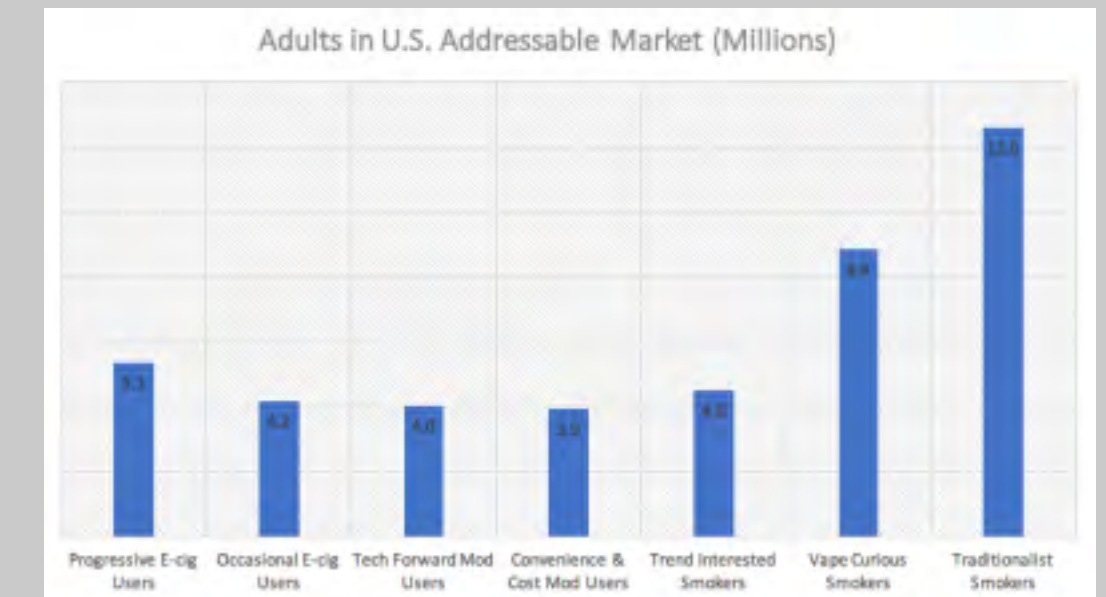
Build an insights-based brand foundation

Establish proactively compliant regulatory position
(‘75% goals’)

Test brand resonance with smokers and validation
by JUUL users (NPS)

Q4 2016

- › Build insights foundation
 - › Consumer segmentation
 - › Flavor studies
 - › Early brand territories
 - › Pricing analysis



Q1 2017

- › Agency partnership
 - › Competitive/cons. analysis
 - › Early concept testing
 - › Purchase journey
 - › JUULer acquisition
 - › Word of mouth



Q2 2017

- › Brand definition
 - › Final concept testing
 - › Production/brand book
 - › Campaign directions



Q3 - Q4 2017

- › Rebrand execution
- › Communications strategy
- › Cons. journey & shopper mktg
- › Consumer need finding










Segmentation - We Want Smokers

~29.7M Smokers

~5.4M Dual Users

~4M Vapers

	JUUL BRAND TARGET	JUUL BRAND TARGET				INFLUENCER
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traditionalist smokers	vape curious smokers	trend interested smokers	progressive dual users	occasional dual users	convenience & cost vapers	tech fwd vapers
						
Age ~46	Age ~45	Age ~41	Age ~39	Age ~44	Age ~38	Age ~36
<ul style="list-style-type: none">- Low interest in vape products- ‘Relapsers’ exist here- Cost-conscious- Low brand affinities	<ul style="list-style-type: none">- Open-minded/interested in vapor, may have tried in past- Conflicting vapor views- Likely to try in future	<ul style="list-style-type: none">- Seeking modern Nic products- Vapor interest	<ul style="list-style-type: none">- Early adopters- Still smoke- Low brand affinities	<ul style="list-style-type: none">- Cost-conscious- Still smoke- Low brand	<ul style="list-style-type: none">- Vape for low cost, max flavor variety	<ul style="list-style-type: none">- Early adopters- Hobbyists, into tech
Initial Interest 3%	Initial Interest 30%	Initial Interest 52%	Interest 76%	Interest 50%	Interest 29%	Interest 65%

n= 2.5K general panel of smokers, vapers & 1K JUUL users from Oct 2016 segmentation study

Ages and market size based on Sept '17 study, n=800 (age 21+)

Competitive Context

What Other Brands Get Wrong

Over-promise and under-deliver
Hokey borrowed interest
Niche counter-culture ('I'm not a 'vaper')
Tried too hard to be cool
Smoker shaming

**PROMISE
LANDED**

THE FIRST TRULY DIGITAL VAPOR CIGARETTE
FINALLY AN ELECTRONIC CIGARETTE THAT DELIVERS



Why there's nothing sexy about Jenny McCarthy's e-cigarette commercial

AMBER DAUGHERTY
The Globe and Mail
Published Friday, Aug. 02, 2013 4:21PM EDT
Last updated Friday, Aug. 02, 2013 6:28PM EDT

Electronic Cigarettes Will Never Be Cool - Gawker

gawker.com/5966265/electronic-cigarettes-will-never-be-cool - Gawker
Dec 6, 2012 - As a connoisseur of cultural detritus, you've probably seen this ad in which purported actor "Stephen Dorff," looking weary from days of dogged ...

The Brand Consumers Want

Benefits-based messaging
Aspirational but accessible to mainstream
Fits their lifestyles (doesn't define them)
Identifies them with a premium experience
Smoker empathy

Message Hierarchy

1. Time to move on

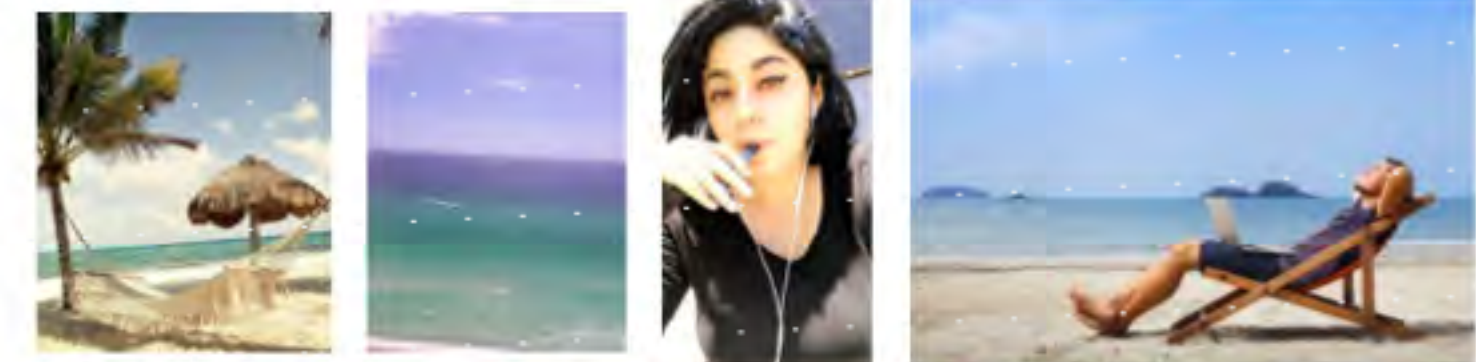
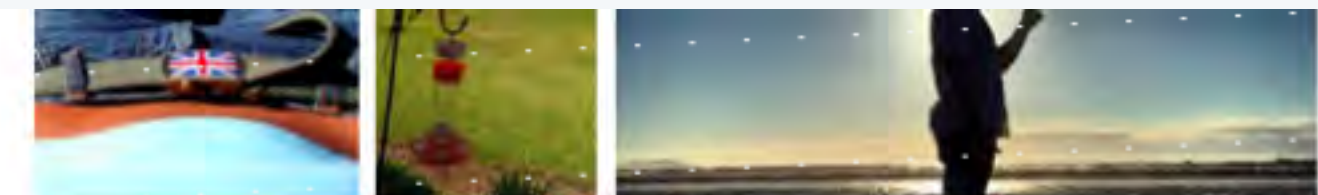
Clearly signpost that this is not smoking, it's a change, a movement to something else

2. So you can be free

At the center is the emotional benefit, the feeling of freedom, cleanness and fluidity that Juul offers

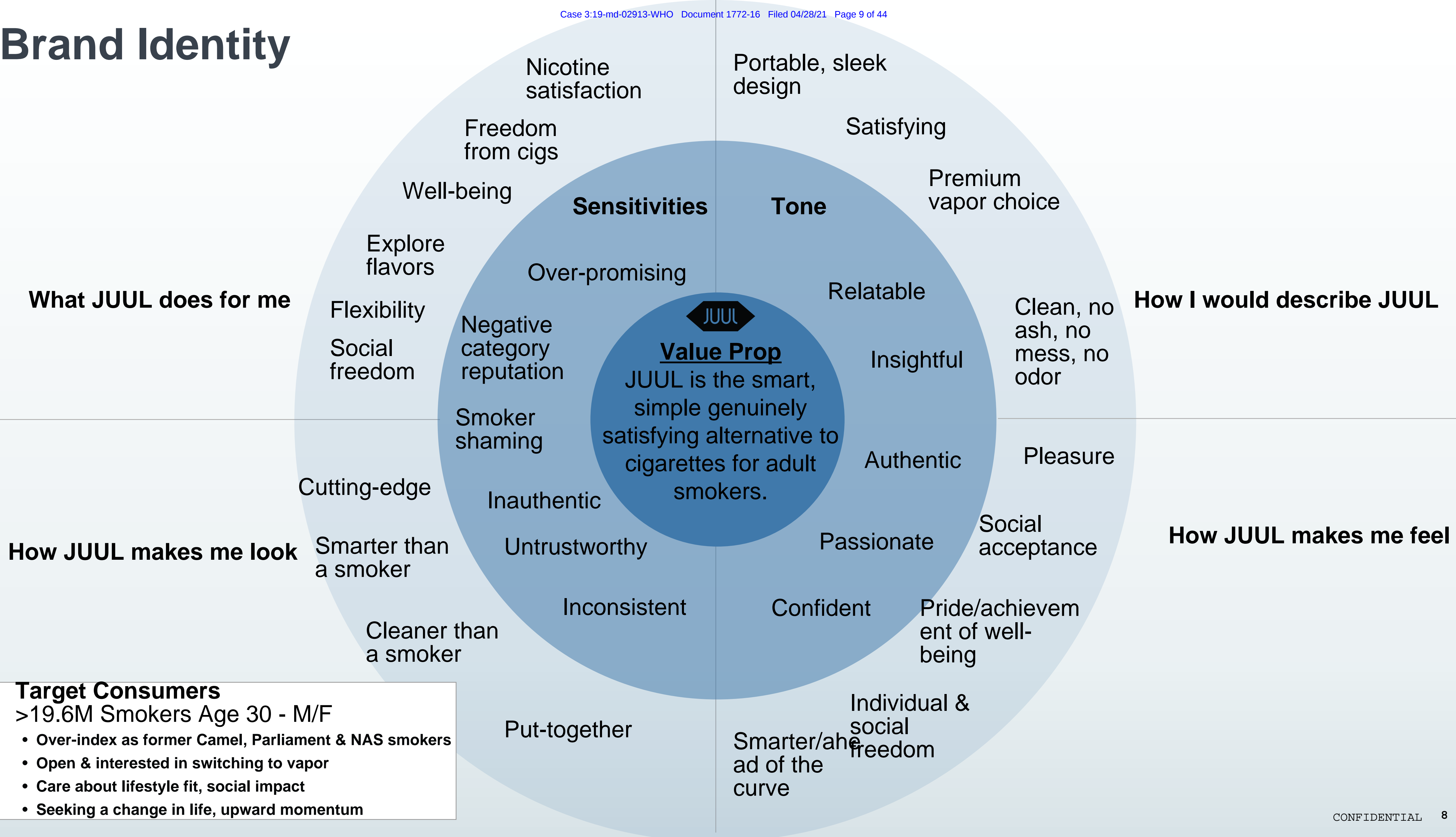
3. And live life uninhibited

The functional benefit is the capability to get back to living a normal daily life, without having to constantly consider what you can and can't do as a smoker



antedote™

Brand Identity



Consumer-Centric Brand - combination of lifestyle & product

Builds a relatable lifestyle connection



Exhibits a competitive value proposition



Highlights clear product benefits at category level

SMART

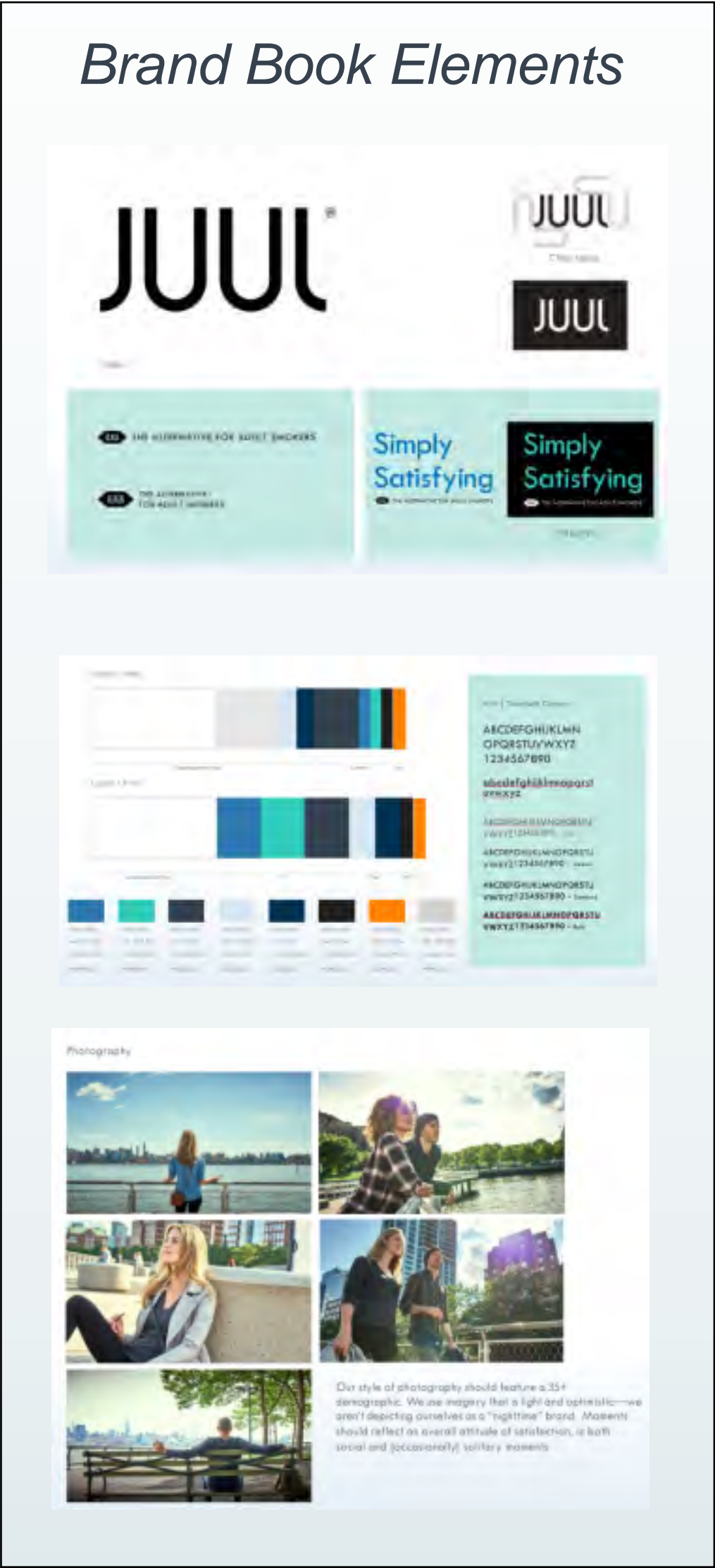
Advanced temperature regulation designed for consistent delivery.

SIMPLE

No buttons, easy to use out of the box.

SATISFYING

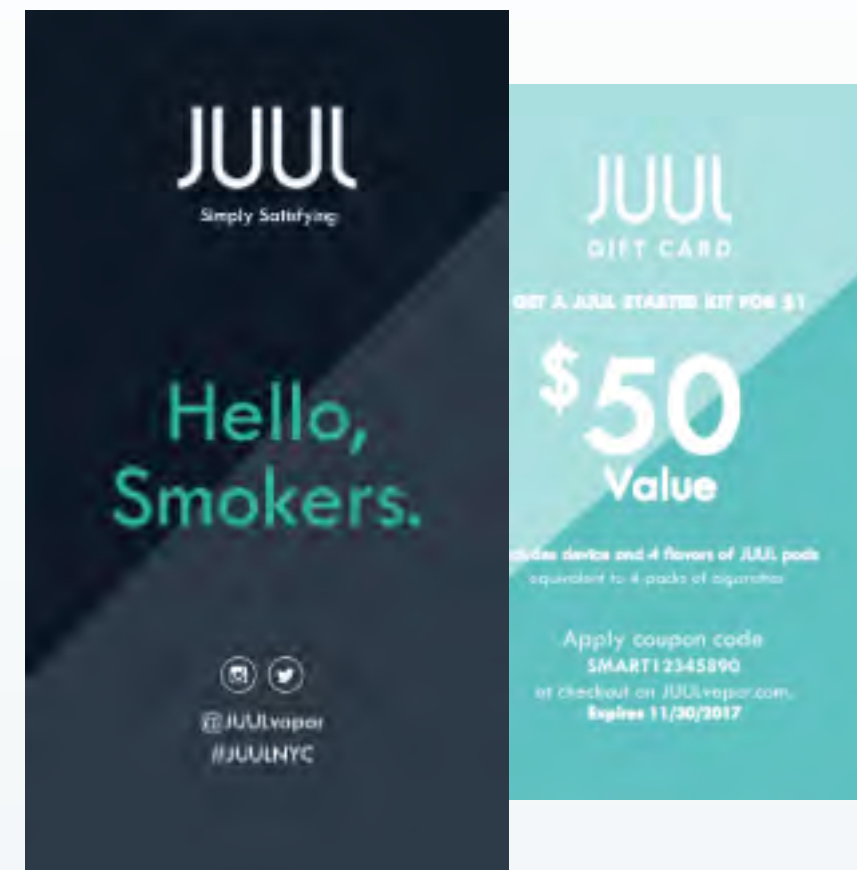
JUULsalts™ flavor formula for genuine satisfaction.



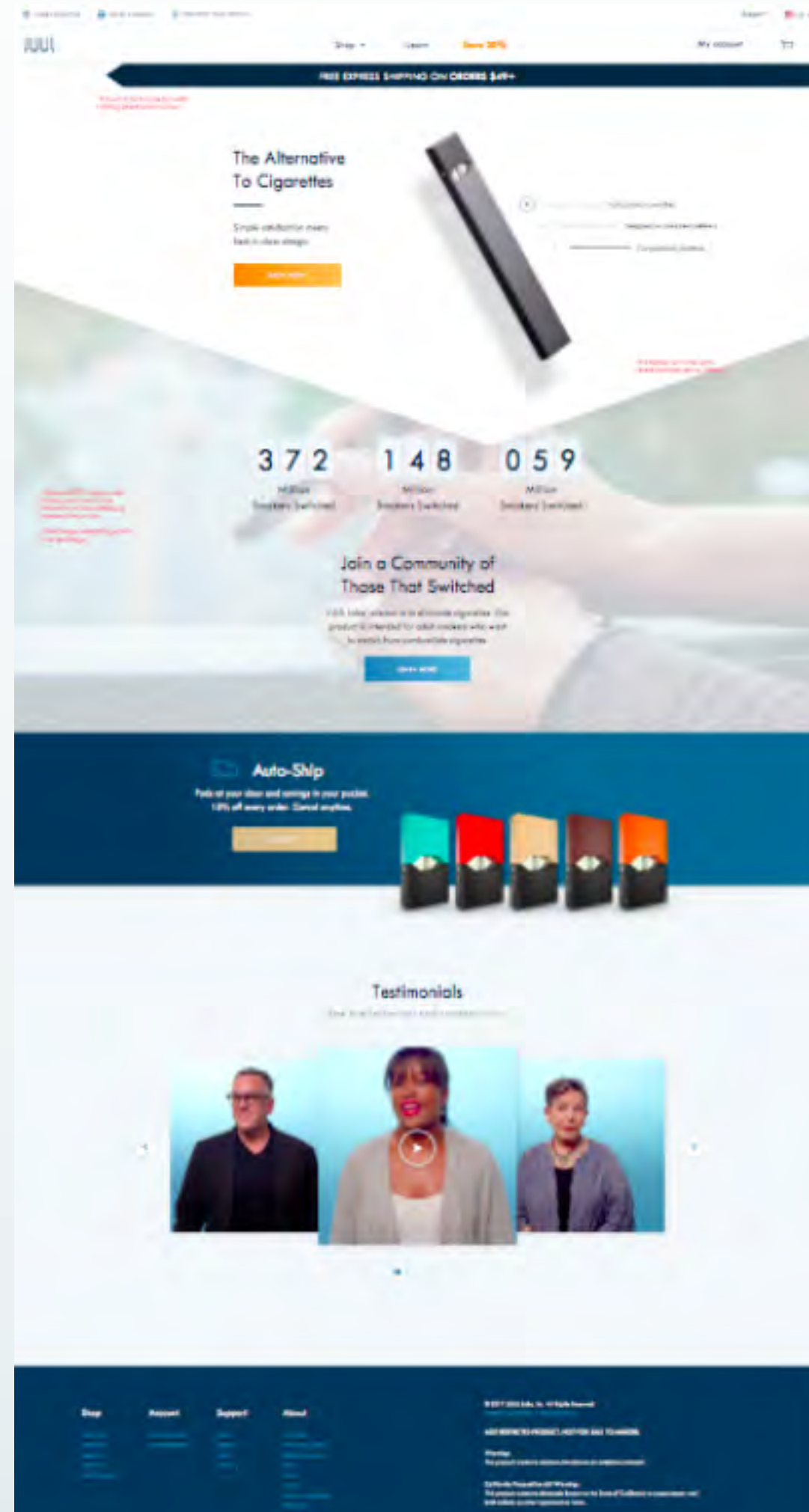
2017 - Rapid Rebrand For Corp & Consumer Positioning

Key brand message:
Simply Satisfying

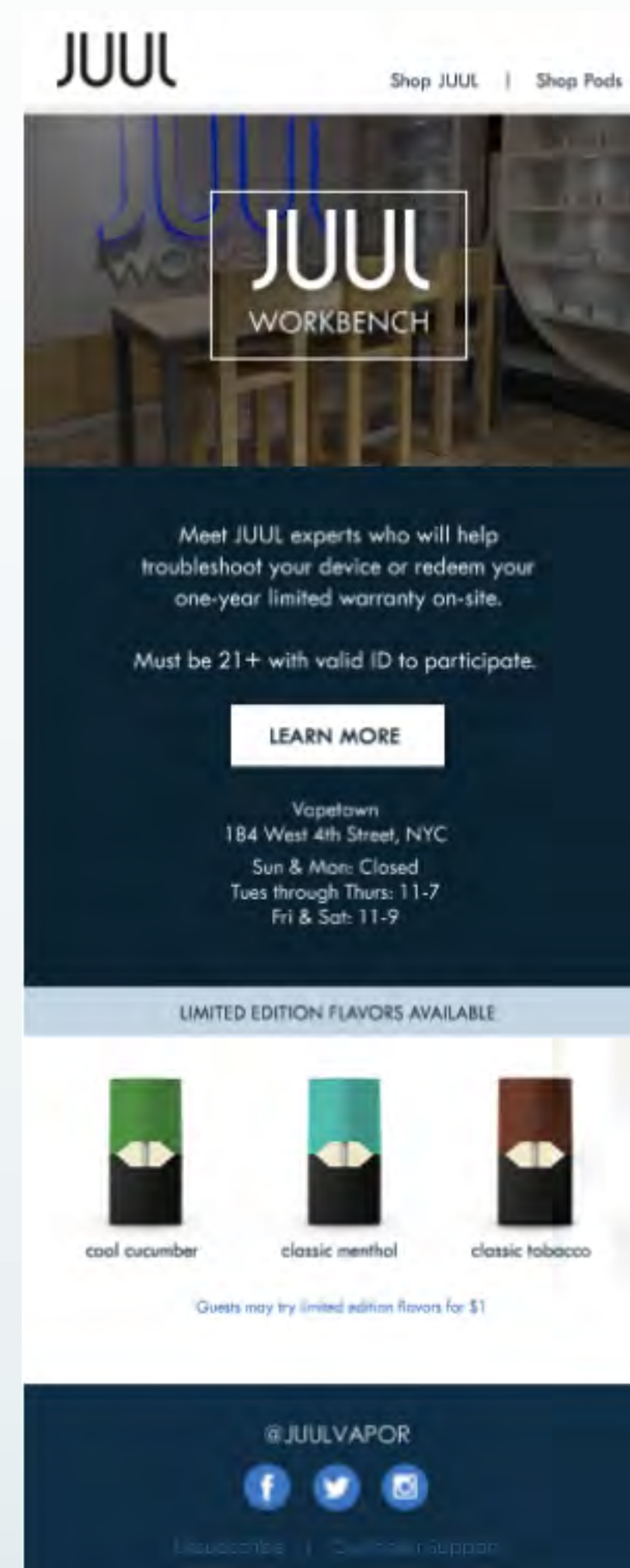
Tagline:
**The Alternative For
Adult Smokers**



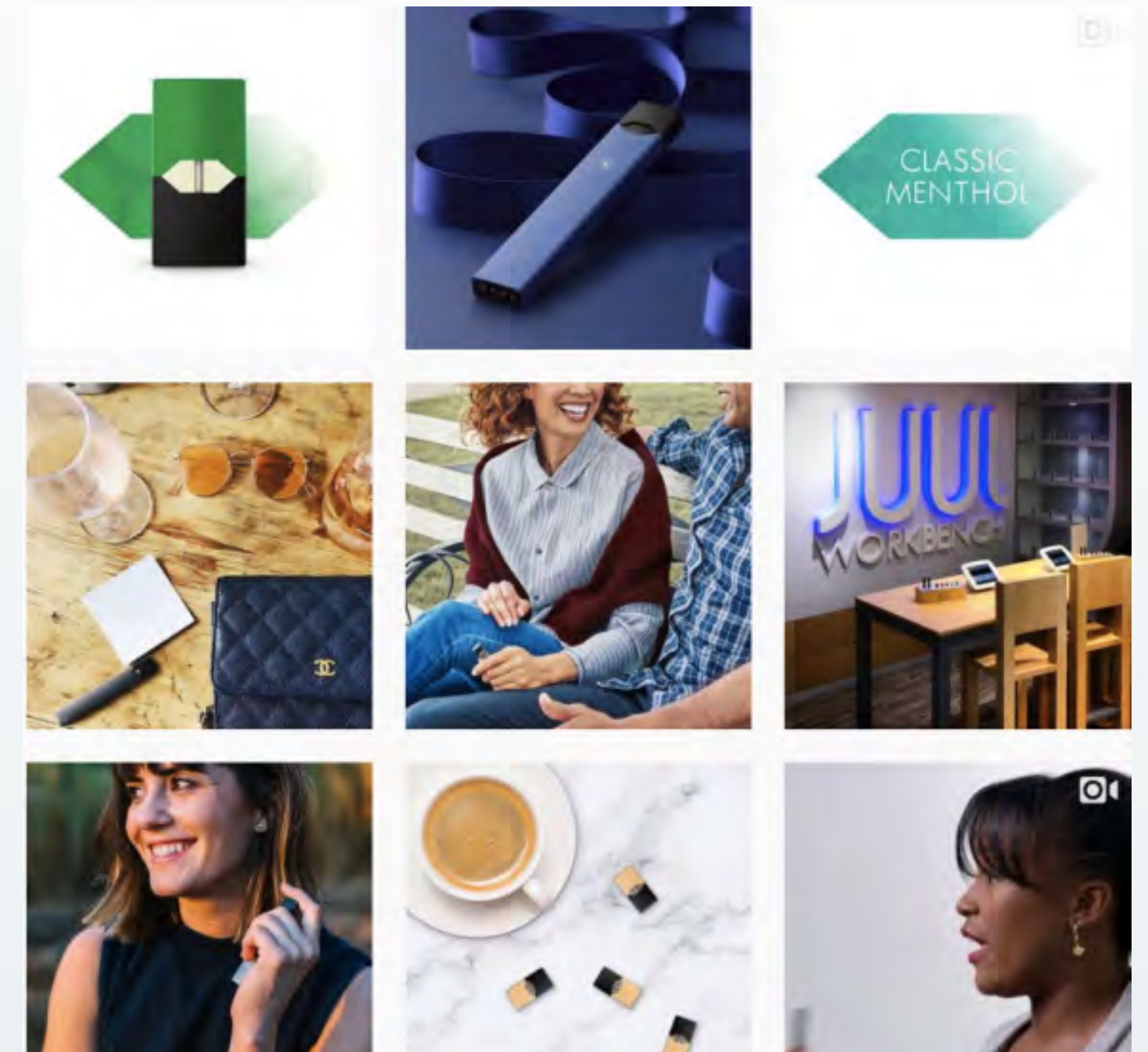
Site



Email



Social



JUUL Brand Identity Insights

Top Messaging Elements

The Modern Cigarette			Simple Smoking			It Just Clicks		
	Trend	Net Likes		Trend	Net Likes		Trend	Net Likes
Q3ad1	Designed	3%	Q3ad1	Just	2%	Q3ad1	Taste	14%
Q3ad2	to	2%	Q3ad2	bring	1%	Q3ad2	Feel	2%
Q3ad3	relevant	8%	Q3ad3	advice	7%	Q3ad3	Satisfaction	12%
Q3ad4	smoking	3%	Q3ad4	design	1%	Q3ad4	Designed	8%
Q3ad5	inside	1%	Q3ad5	and	2%	Q3ad5	with	8%
Q3ad6	and	-1%	Q3ad6	technology	2%	Q3ad6	smokers	-10%
Q3ad7	out	-1%	Q3ad7	together	2%	Q3ad7	in	8%
Q3ad8	JUUL	-2%	Q3ad8	to	1%	Q3ad8	mind	8%
Q3ad9	is	-1%	Q3ad9	create	2%	Q3ad9	no	-2%
Q3ad10	is	2%	Q3ad10	the	1%	Q3ad10	cigarette	3%
Q3ad11	vapor	-1%	Q3ad11	first	2%	Q3ad11	has	2%
Q3ad12	product	2%	Q3ad12	truly	2%	Q3ad12	ever	2%
Q3ad13	like	-1%	Q3ad13	satisfying	14%	Q3ad13	brought	-1%
Q3ad14	you've	-1%	Q3ad14	alternative	8%	Q3ad14	it	-1%
Q3ad15	never	1%	Q3ad15	less	2%	Q3ad15	all	2%
Q3ad16	experienced	2%	Q3ad16	fingering	1%	Q3ad16	together	2%
Q3ad17	the	1%	Q3ad17	smell	1%	Q3ad17	like	-1%
Q3ad18	technology	8%	Q3ad18	no	4%	Q3ad18	JUUL	0%
Q3ad19	is	3%	Q3ad19	very	2%	Q3ad19	Click	2%
Q3ad20	new	8%	Q3ad20	smooth	2%	Q3ad20	in	1%
Q3ad21	but	3%	Q3ad21	emphasis	8%	Q3ad21	a	1%
Q3ad22	the	3%	Q3ad22	on	3%	Q3ad22	juul	-1%
Q3ad23	feel	10%	Q3ad23	flavor	10%	Q3ad23	and	1%
Q3ad24	and	7%	Q3ad24	and	4%	Q3ad24	no	1%
Q3ad25	routine	10%	Q3ad25	experience	2%	Q3ad25	how	0%
Q3ad26	satisfaction	10%	Q3ad26	it	1%	Q3ad26	evolved	4%
Q3ad27	are	7%	Q3ad27	simply	1%	Q3ad27	technology	4%
Q3ad28	true	8%	Q3ad28	made	1%	Q3ad28	can	1%
Q3ad29	to	4%	Q3ad29	for	2%	Q3ad29	it	2%
Q3ad30	your	4%	Q3ad30	switching	2%	Q3ad30	into	2%
Q3ad31	expectations	7%	Q3ad31	JUUL	2%	Q3ad31	year	2%
Q3ad32	it's	2%	Q3ad32	Simply	4%	Q3ad32	day	2%
Q3ad33	the	1%	Q3ad33	Satisfying	8%	Q3ad33	just	1%
Q3ad34	modern	8%				Q3ad34	at	1%
Q3ad35	inspiration	8%				Q3ad35	effortlessly	4%
Q3ad36	it	1%				Q3ad36	Satisfying	9%
Q3ad37	the	2%				Q3ad37	in	2%
Q3ad38	cigarette	2%				Q3ad38	every	2%
Q3ad39	self	2%				Q3ad39	way—that's	0%
Q3ad40	JUUL	-4%				Q3ad40	JUUL	0%
Q3ad41	the	-3%				Q3ad41	JUUL	-2%
Q3ad42	Modern	-1%				Q3ad42	it	1%
Q3ad43	Cigarette	-2%				Q3ad43	Just	1%
						Q3ad44	Clicks	-1%

Reactions Heat Map
Participants were presented with the Messaging of each ad and asked to highlight words they liked and disliked. Metrics in this section represent "net likes".

"Satisfaction" #1

"Taste/Flavor" #2

"Nicotine" #3

CONFIDENTIAL

Over time, Freedom evolves to become rituals where vaping is about pleasure, these can tie customers into Juul use

Commute to work
Vaping on the way to work is a moment where flavor and pleasure can help set the user up for the day, in a positive state of mind

Relaxing outside
In Summer, often by the pool, a moment of pure pleasure and relaxation with vaping complementing the moment thanks to 'clean' operation

In bed
A unique occasion for vaping, as cigarettes are rarely used here (due to fire risk), a moment to relax and focus on enjoyment of flavor

Message Hierarchy

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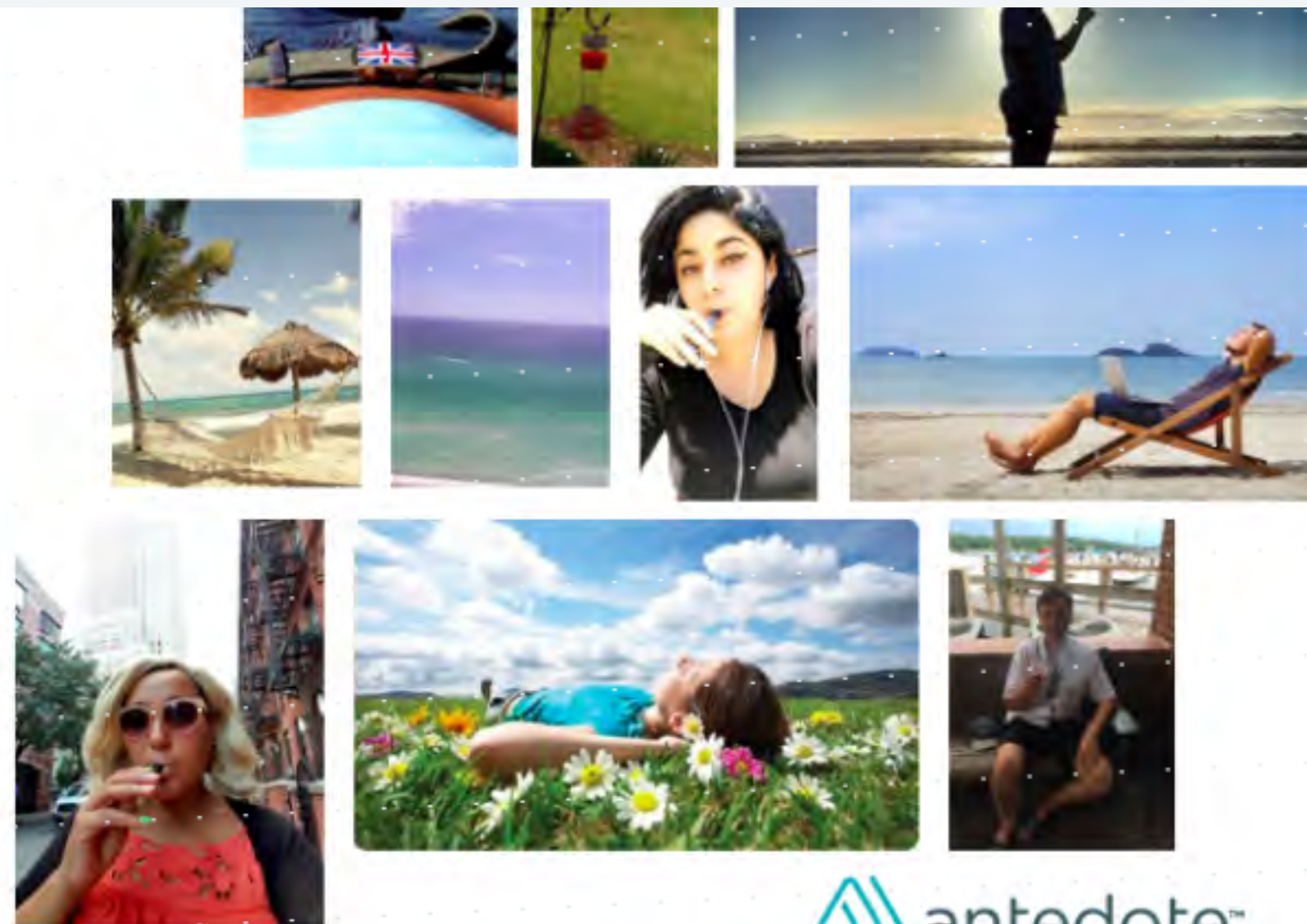
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2. So you can be free

At the center is the emotional benefit, the feeling of freedom, cleanness and fluidity that Juul offers

3. And live life uninhibited

The functional benefit is the capability to get back to living a normal daily life, without having to constantly consider what you can and can't do as a smoker



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We have to be cautious around our focus on Juul as a device, as customers who get stuck on the 'tech' tend to churn

I picture a planet of robots smoking their metal sticks, they have observed humans smoking and they want to be just like them. Its very sterile and quiet.
(Deborah, Non-Qual, Chicago)



Too much of a focus on the device can lead to a lack of emotional benefits

Those who saw the Juul primarily as a piece of technology tended to not want to continue using the technology.

These users do not progress to the stage where they can see the benefit to them, instead seeing the Juul as a cold, technical achievement.

This highlights the importance of helping customers to see the lifestyle benefits, even in unboxing and on-boarding, ensuring them move on from a purely device led viewpoint.





Satisfaction.

(For smokers, by design.)

Design.

(Elegant and discreet.)

Simplicity.

(Easy to transition from cigs.)

Freedom.

(From ash, from odor, from cigarettes.)

JUUL Brand Messaging

Short

Long

2017 Position statements:
Owning satisfaction

Simply Satisfying.

The smart, simple, genuinely satisfying alternative to cigarettes.

The satisfying alternative for adult smokers.

2017 Benefits:
Owning category level benefits

Simple

Advanced temperature regulation designed for consistent delivery.

Smart

No buttons, easy to use out of the box.

Satisfying

JUULsalts™ flavor formula for genuine satisfaction.

2018 Benefits
(Pending alignment)

Simple

Easy to use. Simply insert pod to get started.

Clean

No mess, no fuss. Freedom from ash and odor.

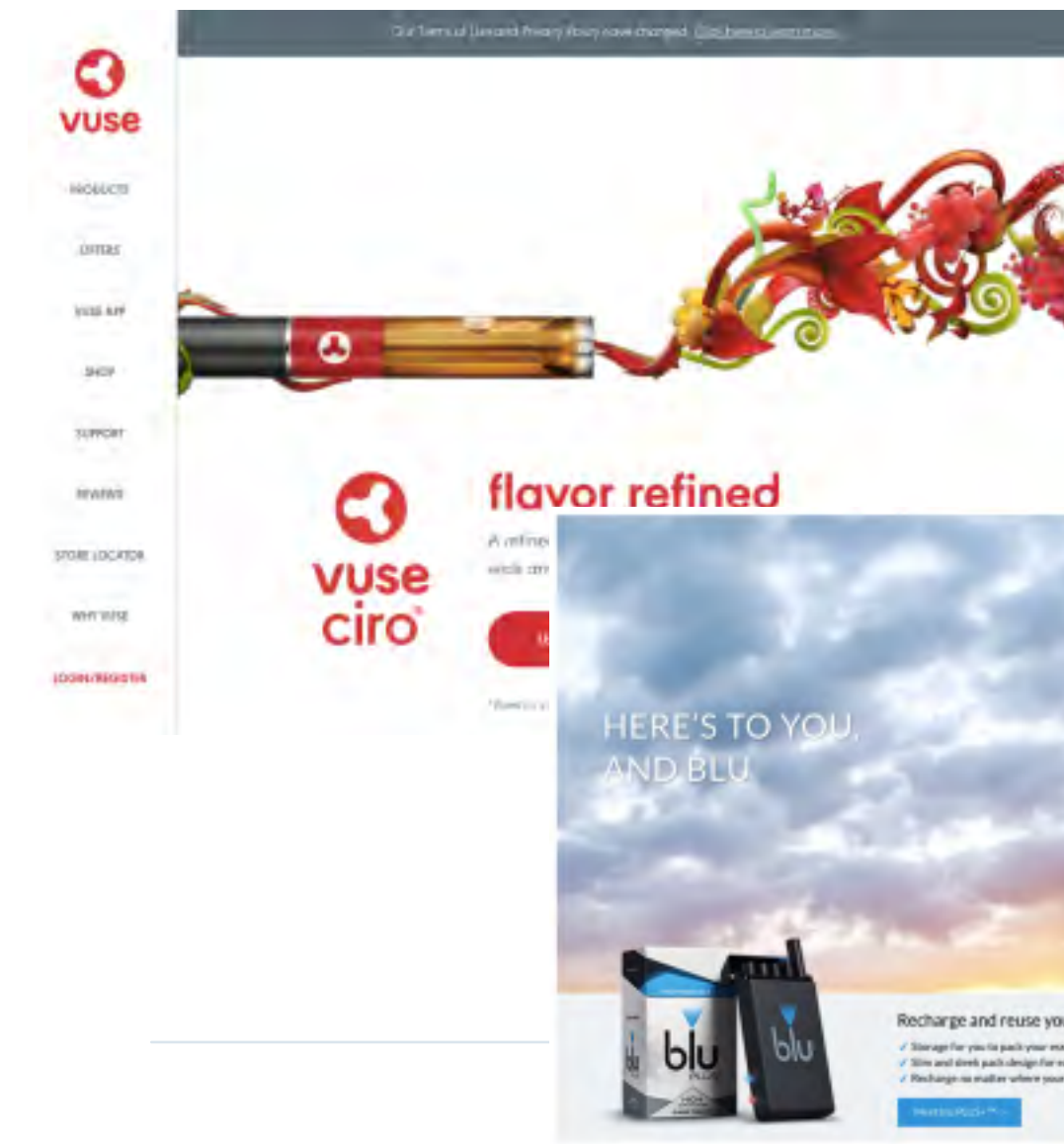
Satisfying

Designed to satisfy, from portability to technology to flavor.

Competitive Brand Positioning

Primary

Secondary



VUSE

Flavor refined

A refined take on vapor flavors with more liquid, a ceramic wick and a conveniently clear twist & go cartridge.

blu

Here's to you and BLU/
Be who you truly are

- Storage for you to pack your essentials
- Slim and sleek pack design for easy mobile carry
- Recharge no matter where your day takes you



MarkTen

Full on vapor

- Full on draw. Full on taste.
- Experience our patented FourDraw™ Technology and a variety of flavor blends.

IQOS

This changes everything

- Introducing a new way to enjoy tobacco
- The pleasure of heated tobacco



JUUL

The simple, clean, satisfying
alternative to cigarettes.

- Easy to use. Simply insert pod to get started.
- Freedom from ash and odor.
- Designed to satisfy, from portability to technology to flavor.

Claims We Are Testing & Would Like to Make

And are testing to learn if they resonate with consumers before we invest in clinical or other research to validate them

1. We tested >70 claims in focus groups
2. We edited them based on consumer feedback & narrowed to best 30
3. We surveyed 1200 smokers & ecig users

Claim	All	Ability to Make Claim Today
95% less risk than cigarettes of cigarette-induced cancer	116	No - need MRTP
Satisfies like a real cigarette, 9 out of 10 smokers agree	71	Yes - w/quant validation
Cleaner technology, designed to reduce harmful chemicals for you and others	64	No - need MRTP
Helps to ensure a healthier heart	62	No - need MRTP
9 out of 10 smokers found quitting cigarettes easier with JUUL	59	No - need MRTP
As satisfying as a real cigarette, with Nicotiana extracts	51	Yes
No Carcinogens	38	No - need MRTP
Breather easier, breathe clearer	21	No - need MRTP
Genuine satisfaction, guaranteed, with distilled tobacco leaf extracts	15	Yes - w/commercial g'tee
Designed with the highest standards of safety	9	Yes
Less risk of popcorn lung	8	No - need MRTP
No second hand smoke	6	No - need MRTP
Safer by design, for you and your loved ones	-5	No - need MRTP
JUUL flavors have 5 key ingredients, cigarettes have over 50	-6	No - need MRTP
Smile more, breathe deeper, live cleaner	-9	No - need MRTP
Cleaner for you, cleaner for them	-10	Yes - if lifestyle context
Full flavor satisfaction, from our heat control technology	-10	Yes
Stop smoking cigarettes. Switch to JUUL	-11	Yes
Be clean, with no ash or odor	-16	Yes
JUUL has just 5 ingredients	-25	Maybe - depends on context
Designed for true satisfaction	-26	Yes
Cleaner for the environment	-28	Maybe - depends on context
For true satisfaction, more smokers choose JUUL	-32	Yes - w/quant validation
Stay smelling fresh	-36	Yes
Smooth satisfaction, from our heat control technology	-37	Yes
More smokers switch to JUUL versus other leading e-cigarette brands	-38	Yes - w/quant validation
Experience cleaner breath with JUUL (cosmetic benefit only) (fresher)	-46	Yes - w/quant validation
Keep smiles whiter with JUUL (cosmetic benefit only)	-53	Yes - w/quant validation
Create clouds, not smoke	-57	Yes
Designed in California. Made in China	-76	Yes

n=1200 cigarette smokers, dual users & ecig users (zero/yellow = average response)

Messaging Positioning

6 key claims insights

- #1** Health claims are often the most attention grabbing because of trigger words not a deep understanding of medical benefits/drawbacks of vaping
- #2** Cosmetics and social claims can both remove shame, by consideration and removing smoking's 'dirt'
- #3** Satisfaction claims need to link a simple message with credible technology, which feels has a familiar mechanism
- #4** Origins, manufacturing and market share all feel disconnected from the customer experience
- #5** The wording of a claim, specifically where critical words are placed in terms of the start, middle and end can dramatically affect its impact
- #6** We need to be mindful of how much we use category level claims vs ownable JUUL claims

Top 10 from claims testing (from 50)*

95% less risk than cigarettes of cigarette-induced cancer

Satisfies like a cigarette. 9/10 smokers agree.

Cleaner technology, designed to reduce harmful chemicals for you and others.

Helps to ensure a healthier heart

9/10 smokers found quitting cigarettes easier with JUUL

As satisfying as a real cigarette with Nicotiana extracts

No carcinogens

Breathe easier, breathe clearer

**Chicago, SF, NY focus groups & 1200 smokers in qant study - Nov-Dec 2017*

Quick Legal Guide to Claims

Standard Vapor Products (PMTA)	Reduced Risk Products (MRTP - Modified Risk designation)
JUUL Today	JUUL in 2+ Years

Any claim that states or implies...

The product is intended to help equally displace cigarette use.
Examples: Intend for switching or transitioning from cigarettes. Stop smoking/start using JUUL.

YesYes

A cosmetic or lifestyle impact
Examples: No odor. No mess. Whiter teeth (if proven). More respectful. Enjoyable flavor profiles.

Yes*Yes*

The product is intended for smoking cessation or smoking reduction
Examples: Helps you stop smoking. Mitigates cigarette cravings.


NoNo (NRTP designation)

A physiological or health impact
Examples: Breathe easier. Less risk of cancer.

NoYes*

Superiority or safety over other nicotine products, including cigarettes.
Examples: Better than smoking cigarettes. An improvement over box mods. Designed to be safer.

NoYes*

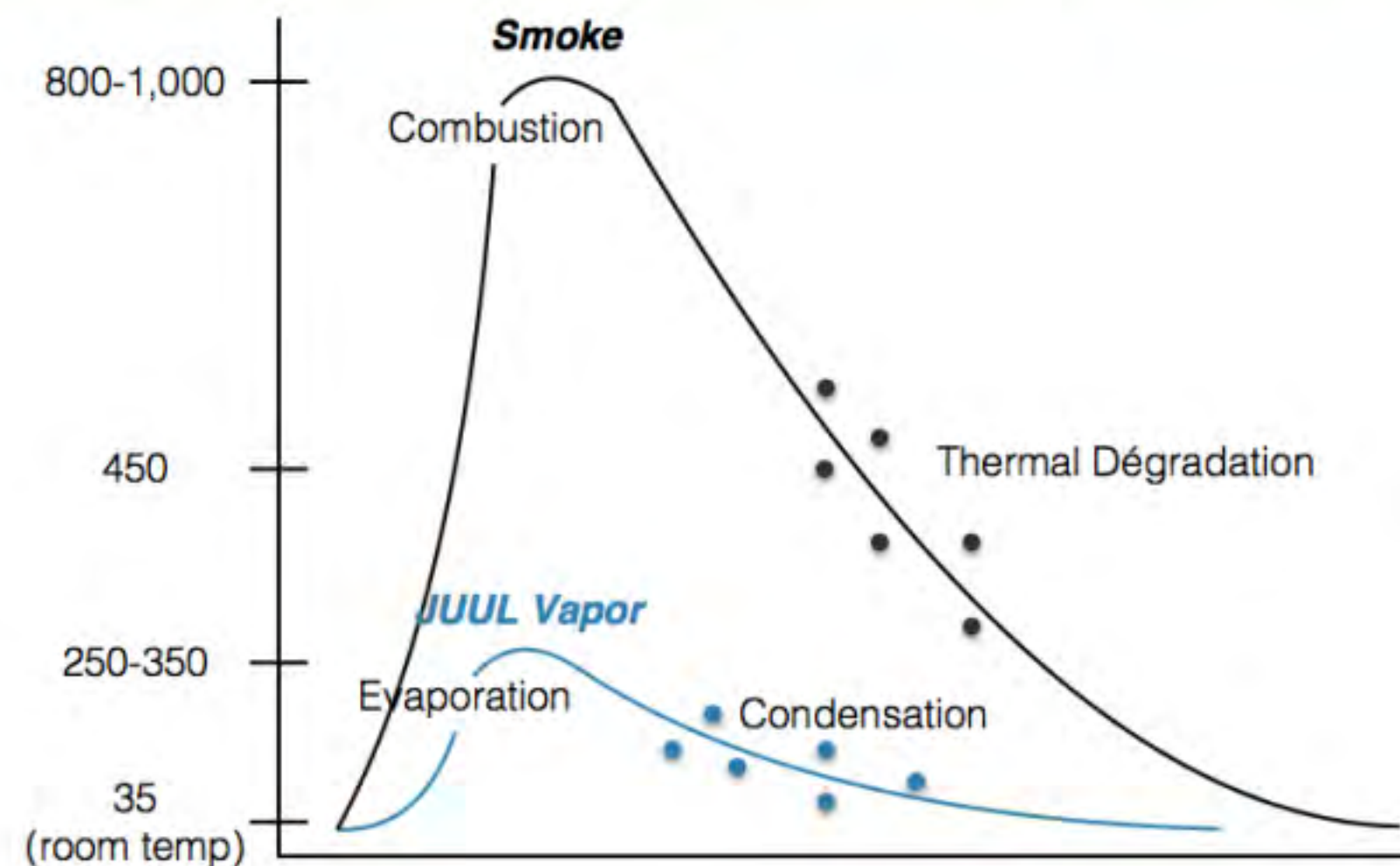
 *Can make the statement if it can be substantiated - some claims require clinical validation (i.e. health), some require quant/consumer testimonial (i.e. cosmetic benefits)



Example

Cigarette smoke vs. JUUL vapor

- Consumer-facing - risk high without MRTP if used as 'advertising'
 - With JUUL Labs bc name is the same as our product brand, some perceived risk (vs. if we were American Electric)
 - High risk - S and S looking into it
- Prospective employees - low risk, advertising JUUL as a company to work for (at the very least should mark 'for internal purposes only, do not distribute - prefer to use not as a handout but as view only)
- Prospective vendors - low risk, same as prospective employee
- Press - moderate risk, defensible to show but less advisable to hand out (that would be high risk), would have to make it very clear that it's not an advertisement
- Regulators/politicians - similar to 'press' audience, defensible but moderate risk and needs to be reviewed



inhance.com

GE example: <https://www.youtube.com/watch?v=lkbskn9gdeA>

PMI example: <http://www.psyop.com/work/intelligent-network>

What is cigarette smoke?

An aerosol that results when a material is heated to the point of combustion:

~1,000 degrees Celsius

Results in **thermal degradation**, meaning a chemical change to the cigarette compounds

Contains **~10,000 compounds**
~40% of which have not yet been identified by scientists

How many have been identified as causing cancer?

Each cigarette contains on average over **100 additives**

Contains tobacco, an ingredient found in **cigarettes**.

What is JUUL vapor?

An aerosol that results when a material is heated to the point of evaporation but avoids combustion:

~250 degrees Celsius

Results in **condensation**, meaning the ingredients don't change but a steam is emitted

Contains **100-200 compounds**
All of which are identifiable as the original e-liquid ingredients

How many have been identified as causing cancer?

Each flavor contains on average **10 additives**

Contains nicotine, an ingredient extracted from the tobacco leaf that is found in **JUUL e-liquid**.

Smoke aerosols



Non-smoke aerosols

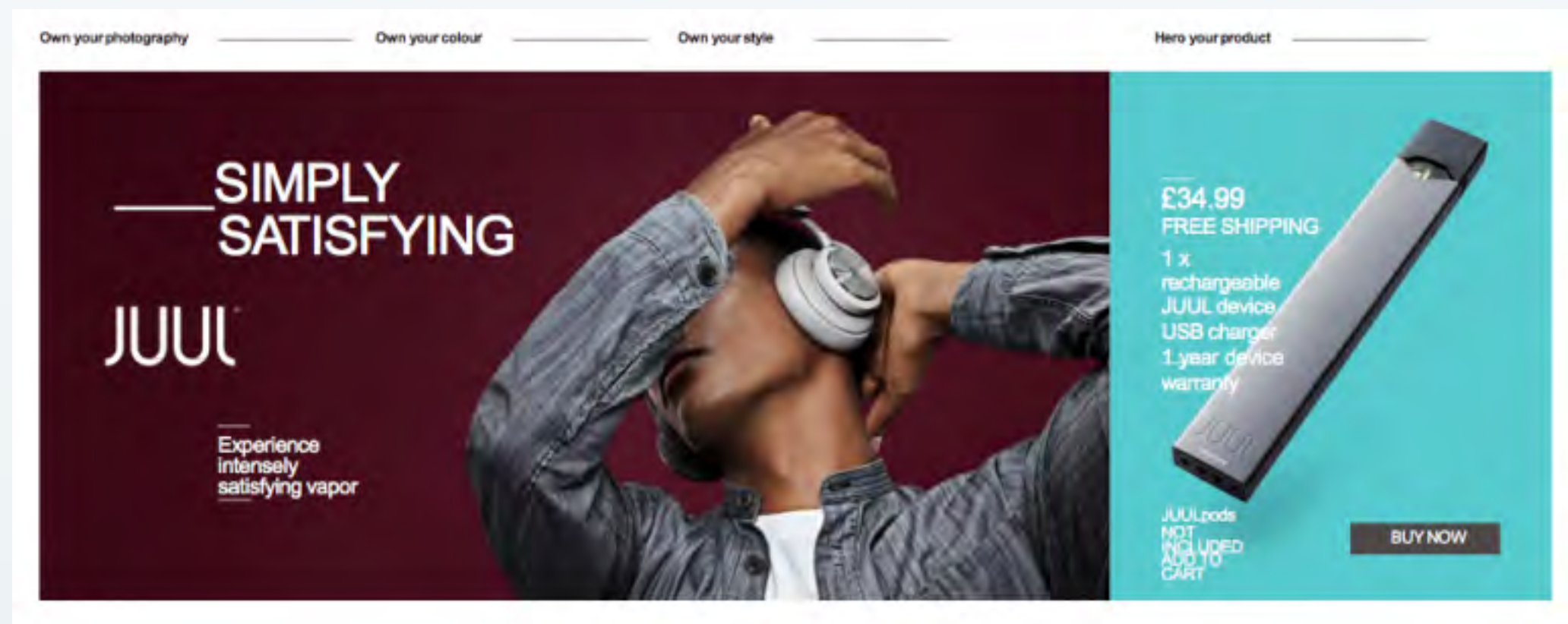


INITIATIVES

Q1 Brand Alignment



We are the category leader.
We have the most satisfying, best designed, simplest product.
We provide unparalleled freedom from cigarettes.
We speak directly to 500K consumers each week.
We need to align on brand direction.



1. Who is our target consumer in 2018?
2. What is our core competitive messaging strategy?
3. What is our position on direct smoker marketing?
4. What is our position on ATL marketing?
5. How will we weigh risk regarding positioning & brand growth?



2018 Brand Goals

- Build repertoire of insights to optimize consumer journey
- Competitively position the global brand
- Directly trial & build adult smoker database
- Drive in-market awareness to feed 2018 funnel
- Optimize product portfolio for consumer acquisition & retention

Ongoing

- Consumer journey reporting & support (UX, retention programs, coaching, etc.)
- Direct smoker initiatives (direct mail, referral, trial events)
- Premium brand positioning initiatives (testimonial programs, influencer, sponsorships, tech/science events)
- Consumer PR strategy to own category leadership - youth prevention, switching smokers, innovation/tech, biz growth
- Qtly product launches - optimize flavor portfolio, introduce strengths, seasonal devices, well-positioned co-brands



2018 Budget & Plan

	Budget	Strategies	Q1	Q2	Q3	Q4
C-Store	\$37.5M (Sales)	\$15.8M Promos \$11M Merch & Fees \$0-\$10M Regional Campaigns	March/Apr Promo		Sept/Oct Promo Awareness Campaigns	Awareness Campaigns
Specialty (+NYC)	\$33M (Sales)	\$17.7 Campaign incl. Demos \$15.7 Promos	March/Apr Promo		Sept/Oct Promo	
Direct/Ecomm Aquisition Mktg	\$20M	Street Teams, Influencer, Trial Events, Sponsorships DM, Podcast, Affiliates, Retargeting, SEM, etc.		April Regional	July Regional	Oct Regional
Brand	\$10.5M	\$5M Retail \$1.8M Brand \$1.5M Test Campaign	Brand Alignment	Branding Kick-Off	Regional Awareness Tests	Awareness Expansions
Insights	\$2M	Competitive, Journey, Product, Int'l, Brand, SRA/Regulatory	Journey/Retention Expansion	Ongoing	Ongoing	Ongoing
Product	n/a (PD)	6 Flavors 5 Devices 1 Charging Case	Flavor Testing Seasonal Device	1-2 Flavors Seasonal Device	1-2 Flavors 2nd Core Device	1-2 Flavors Seasonal Device

Consumer Insights

2017 - Build Well of Insights

1. Need Finding > Inform Future Product and User Journey
2. Brand Health Tracker > Profile JUUL Users “in the wild” [ongoing]
3. Branding & Claims Studies > Inform Branding / Messaging

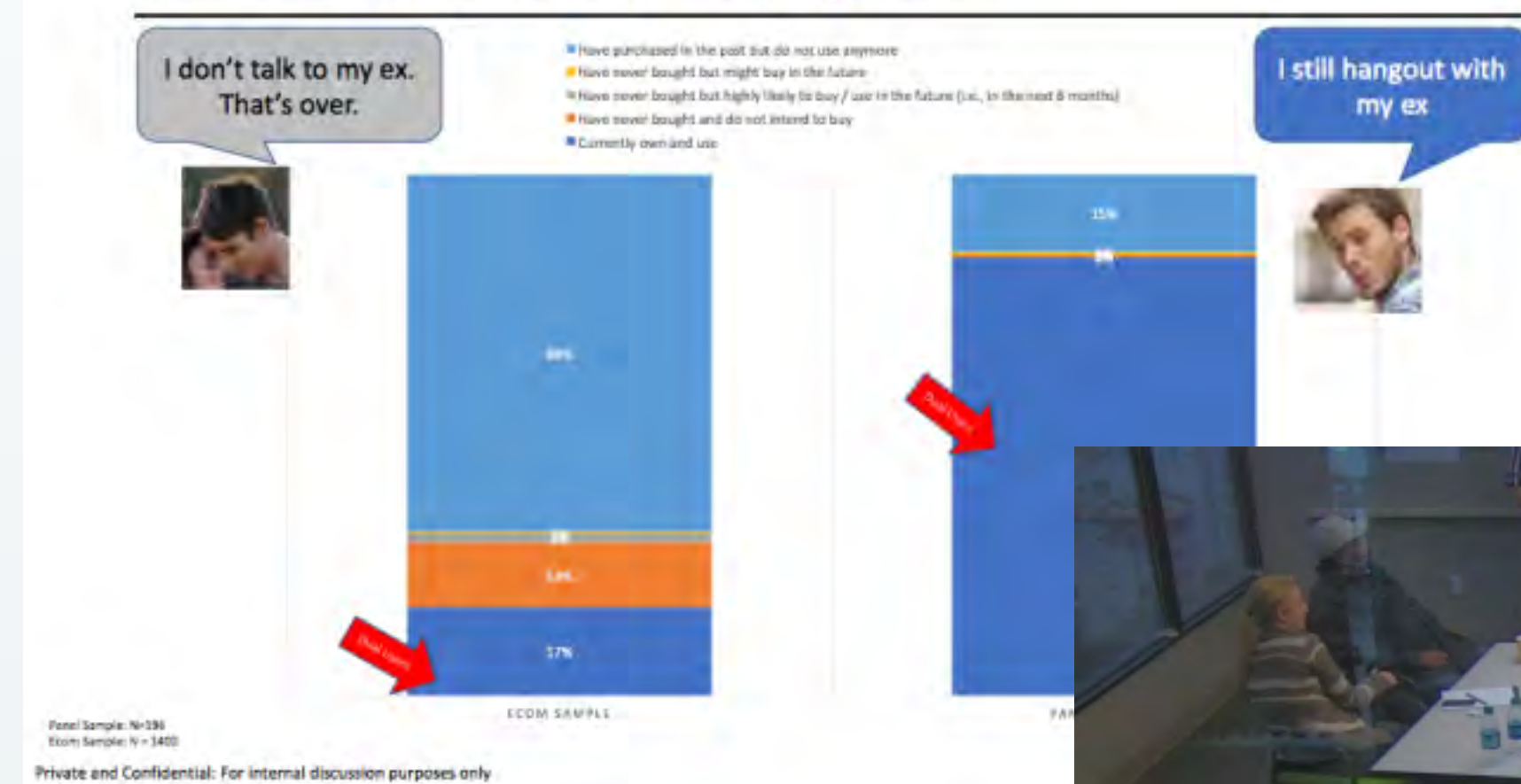
2018 - Depth, Cadence & Org Teaching Tools

1. Centralize reporting data for consumer journey
2. Identify, size and action churn points along journey
3. Build JUUL User Panel to advice brand direction
 1. Track competitive patterns
 2. Leverage shopper insights
 3. Test messaging & product concepts
4. Develop Teaching Tools
 1. Meta-analysis to aide company-wide decision making

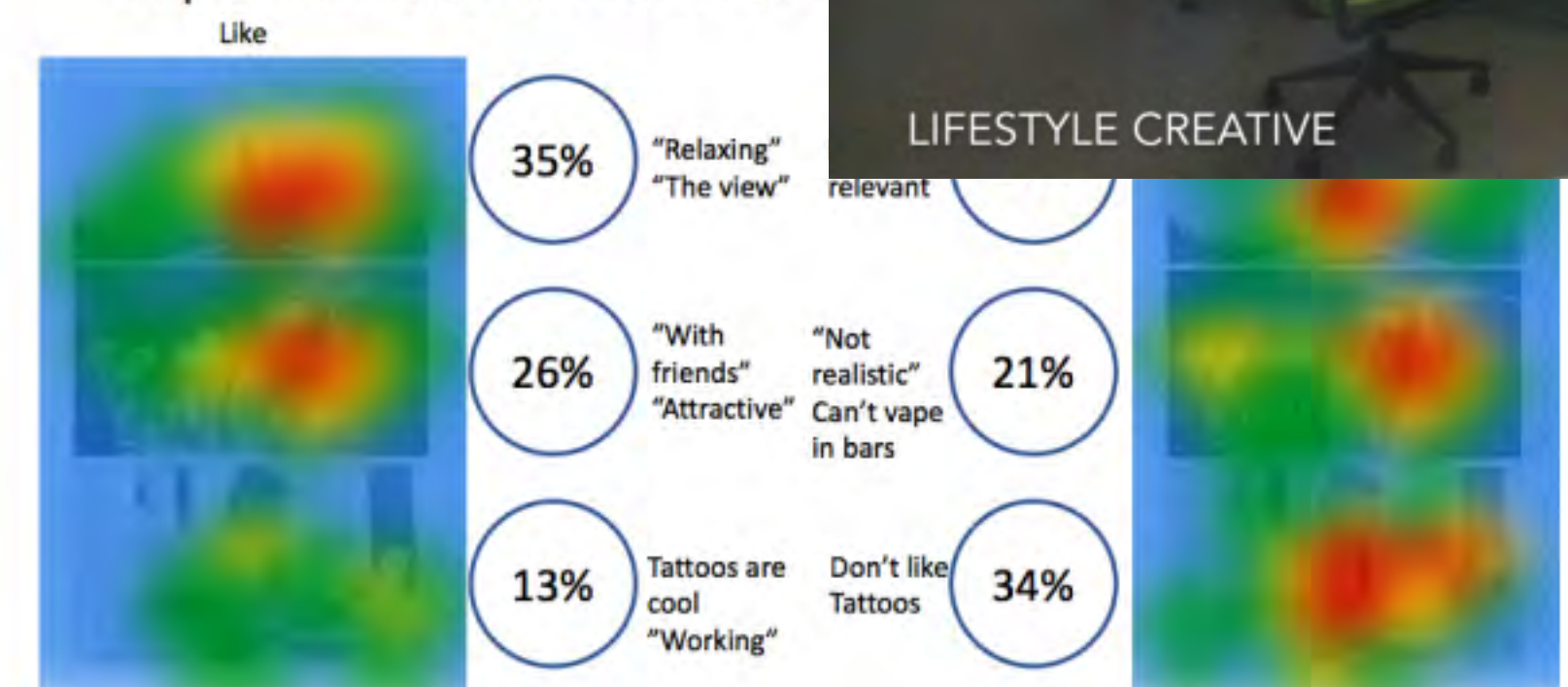
Needs Along the Journey



Panel Users Much More Likely to Use Cigarettes



Vape Curious Smokers: I



Direct Marketing

1. Increase smoker awareness regionally
2. Trial over 150K smokers at targeted, well-positioned events
3. Switch smokers within key influencer verticals: service industry, LGBTQ, salons
4. Own thought leadership at tech/innovation and business/finance events
5. Build press relationships as we build visible credibility

	Q1	Q2	Q3	Q4
Tech/ Innovation	CES Consumer Technology Association	COLLISION SXSW TED <> recode	ASPEN IDEAS FESTIVAL	TechCrunch DISRUPT
Business/ Finance		CIO Forbes CIO SUMMIT	FORTUNE BRAINSTORM TECH	WSJ D.LIVE
Cultural Events	SUNDANCE FILM FESTIVAL	NEW ORLEANS JAZZ & HERITAGE FESTIVAL	IBSnewyork INTERNATIONAL BEAUTY SHOW	TRIBECA FILM FESTIVAL
	LONG BEACH pba international salon and spa expo	AMERICA'S BEAUTY SHOW MARCH 25 - 27, 2017	PRIDE PARADES	TASTE OF CHICAGO FOOD & WINE classic in aspen COSMOPROF NORTH AMERICA LAS VEGAS
			THE DINAH	KEY WEST FOOD & WINE FESTIVAL



Regional Awareness Campaigns

1. Refine brand for campaigns in top 10 regions to reach 30% awareness - beginning Q3
 1. Targeted awareness - 21+ radio, smoker street teams, smoker direct mail
 2. TBD - other out of home?
2. Vegas market takeover - Sept in-market
 1. Leverage the collective timing and location of an industry trade show, channel TPRs and easy activation of verticals to test a broader JUUL marketing presence in market
 2. Drive targeted brand awareness and conversion of smokers in responsible adult only / age gated environments.
 3. Show category dominance during NACS industry trade show

- Gating: Consumer brand identity alignment
- Gating: Approval of marketing OKR to drive awareness
- Gating: Exec approval of ATL marketing

New York-Newark, NY-NJ-CT-PA CSA NY

Los Angeles-Long Beach, CA CSA CA

Chicago-Naperville, IL-IN-WI CSA IL

Washington-Baltimore-Arlington, DC-MD-VA-WV-PA CSA DC

San Jose-**San Francisco**-Oakland, CA CSA CA

Boston-Worcester-Providence, MA-RI-NH-CT CSA MA

Dallas-Fort Worth, TX-OK CSA TX

Philadelphia-Reading-Camden, PA-NJ-DE-MD CSA PA

Houston-The Woodlands, TX CSA TX

Miami-Fort Lauderdale-Port St. Lucie, FL CSA FL

Las Vegas

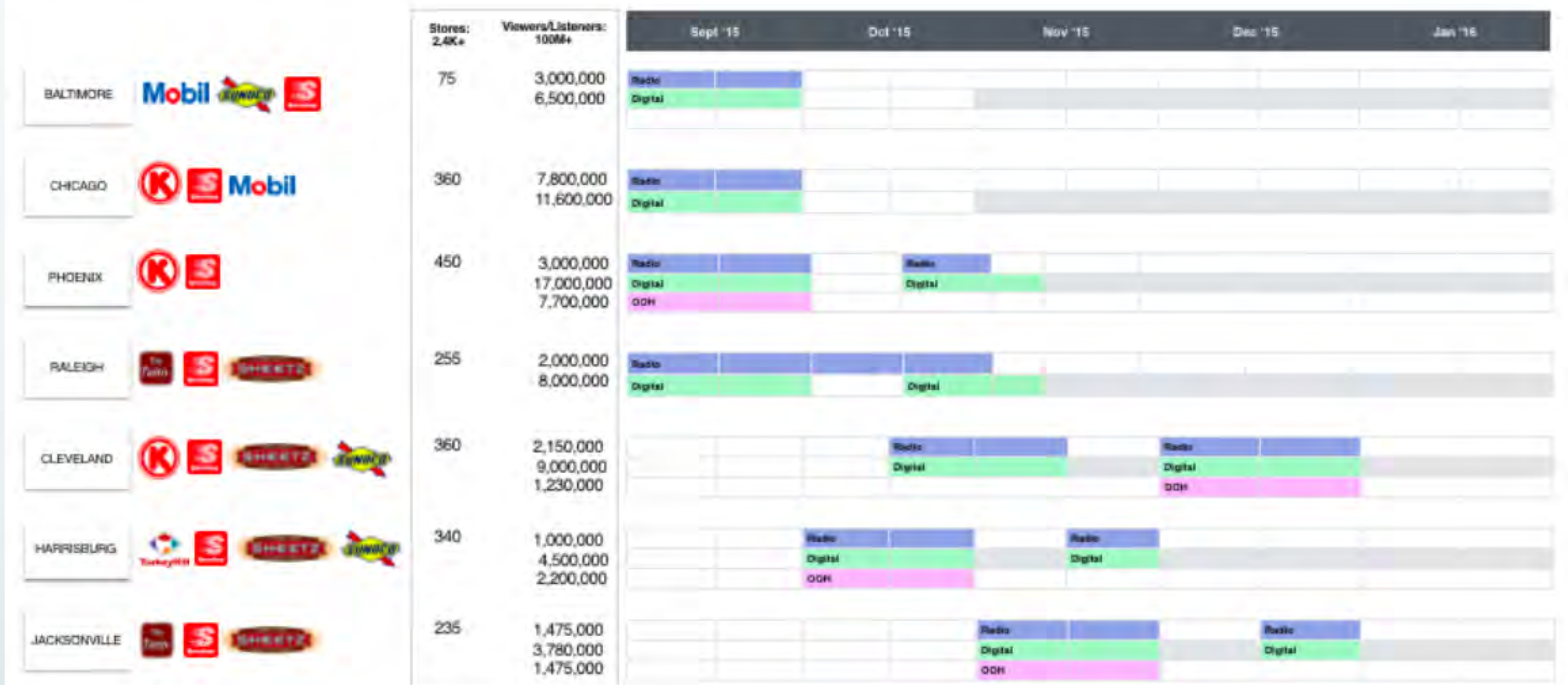
Atlanta-Athens-Clarke County-Sandy Springs, GA CSA GA

Detroit-Warren-Ann Arbor, MI CSA MI

Seattle-Tacoma, WA CSA WA

Phoenix-Mesa-Scottsdale, AZ MSA AZ

2015 Regional Trade Media: \$800K



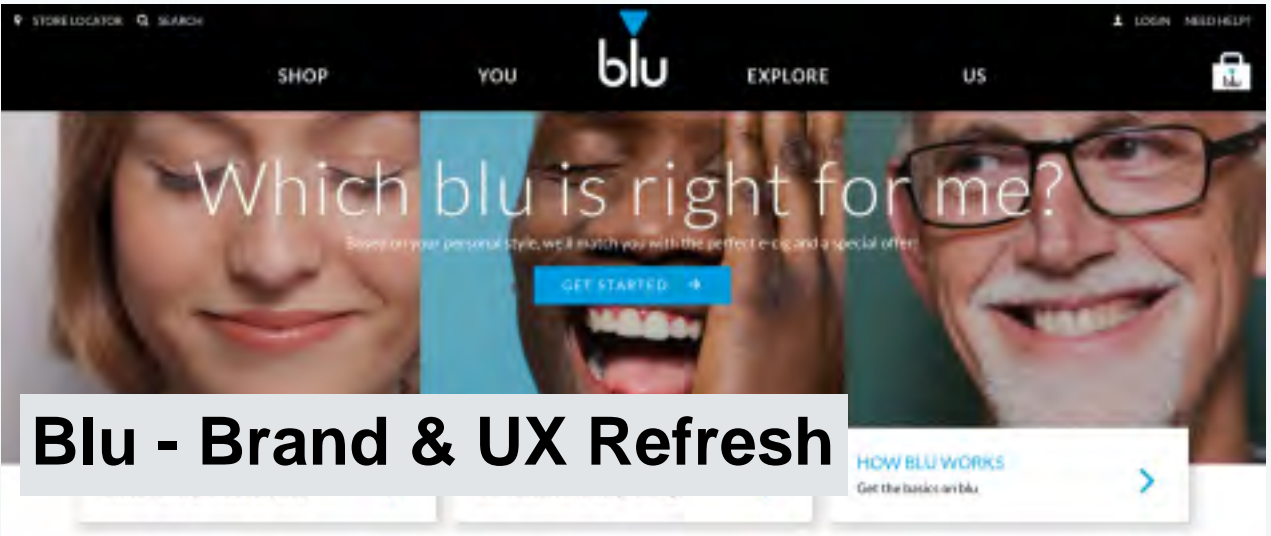
Our Competitors Market

Brands continue to grow awareness in major markets and adopt empathetic lifestyle brand personas. For upcoming brands like IQOS, focus on on-boarding to reduce churn at trial will be key - as will leveraging owned databases for awareness & trial offers.

	Target Markets	Advertising*	Key Messaging (Type: Copy)
Vuse	Texas (Dallas, Ft. Worth, San Antonio)	Texas: Regional Radio, Digital Programmatic buys, direct mail	Brand: Digital Vapor Cigarettes / Vapor Reimagined
Blu	New York, Atlanta, Charlotte, Columbus, Detroit, Nashville	<i>Vary by location reg/availability</i> NYC: OOH billboards & wallscapes, elevator screens, gas TV, bar digital menus, taxis, digital banners, direct mail	Campaign: Just YOU & Blu Brand: Something Better
Logic	New York	NYC: Taxis, wraps, double-decker buses, direct mail	Campaign: New York's #1 E-cig Brand: The Most Trusted Brand / Premium Electronic Cigarettes
MarkTen	National	Primarily national print and digital banners & video; heavy rotation on all major pub houses heaviest is with Conde Nast, direct mail	Campaign: Play whatever you feel / So you can ease into your space, etc. Brand: e-vapor
IQOS	New York will be 2018 U.S. target launch geo	Currently advertise with OOH, owned retail locations, influencer programs, sampling programs - on-boarding focus	Campaign: This changes everything. Brand: Heat not burn technology.



Logic - Taxi Tops



Blu - Brand & UX Refresh



IQOS - Onboarding @ Retail

**some data obtained from 3rd party tracking, not all media spends may be accounted for*

Consumer Testimonials

1. Expand consumer testimonial videos online to encourage social sharing of switching stories - lend corporate credibility
 1. 30 curated videos shot in LA/NYC - Q2 launch
 2. Social campaign for consumer stories & stats - mid Q2
 3. Build PR relationships with select testimony

Share your
switching
story.



Tell us your story for a chance
to be featured on JUUL.com

Name

Age (30+)

Date of last cigarette

1 fun fact:

Favorite flavor

Favorite pairing

Favorite JUUL spot (no
sneaky places, please!)

Tips for smokers switching



JUUL Social - Testimonial Video Report

Metrics



Linda Video

Facebook

Views: 1,300
Reach: 2,839
Likes: 41 (incl. 4 "Loves")
Comments: 15
Shares: 14

Twitter (posted 2x)
Views: 7,389
Impressions: 24,348
Engagements: 2,976

Instagram
Views: 15,969
Impressions: 29,345
Engagements: 1,028

Total Views:
24,658



Dores Video

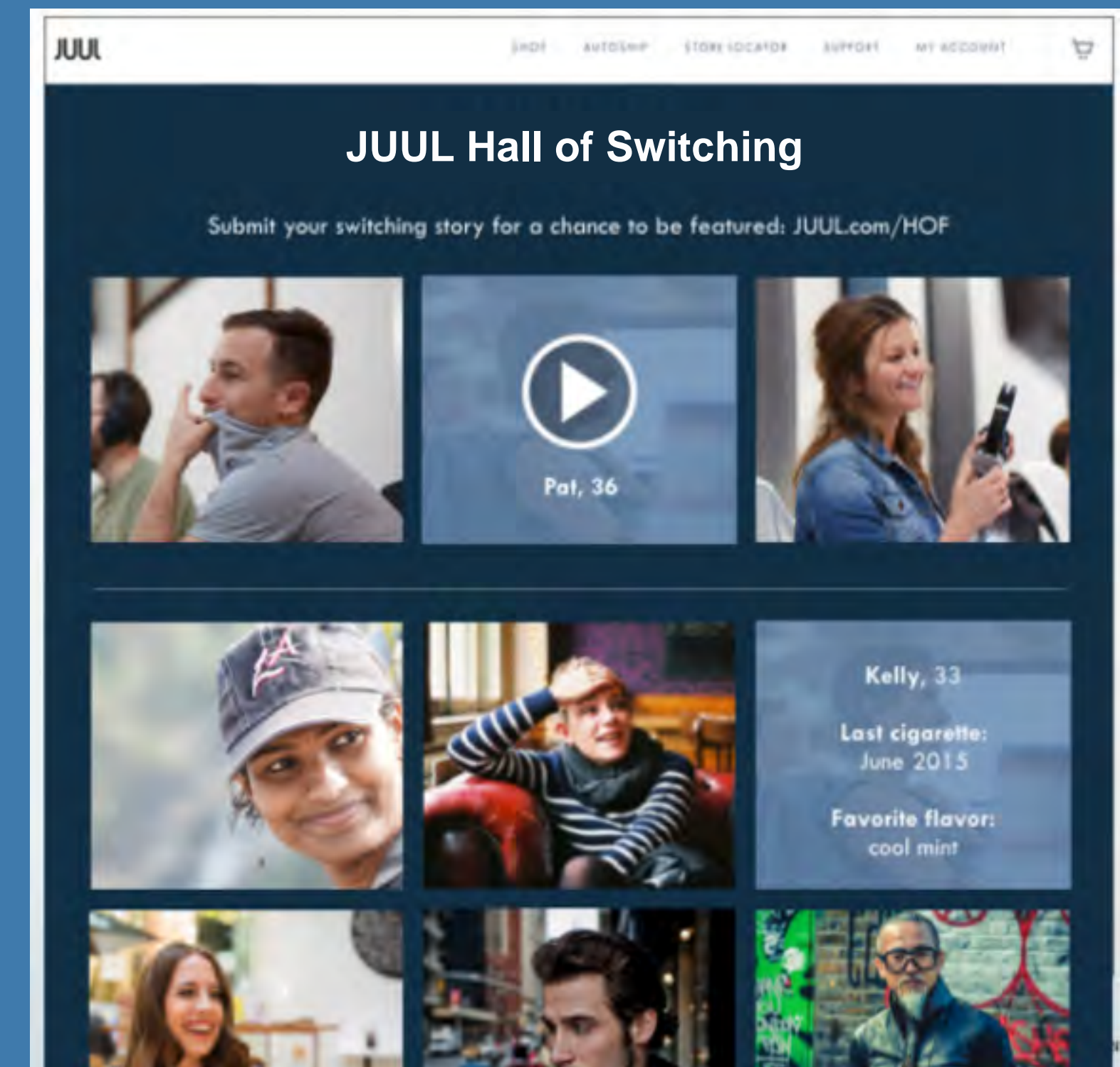
Facebook

Views: 559
Reach: 1,744
Likes: 18 (incl. 3 "Loves")
Comments: 6
Shares: 3

Twitter (Posted 1x - 2x as of 11/13)
Views: 1,781
Impressions: 7,549
Engagements: 630

Instagram
Views: 13,618
Impressions: 20,257
Engagements: 623

Total Views:
15,958



Influencers



Leonardo DiCaprio
Age: 43
Loves Mango & Tobacco



Mark Hamill
Age: 66
Loves Mango & Fruit



Jeffrey Wright
Age: 52
Loves Mango & Tobacco



Nilay Patel
Editor-in-chief, The Verge
Age: 37
Loves Mint



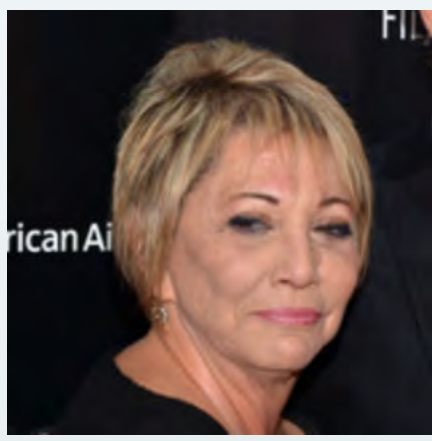
Lydia Polaren
Editor-in-chief, HuffPost
Age: 42
Loves Tobacco



Moe Eldawi
Photographer
Age: 32
Loves Mint



Gary Mantoosh
Celeb Publicist
Age: 38
Loves Mango



Susan Patricola
Celeb Publicist
Age: 66
Loves Cool Cucumber



James McInnes
Artist Management
Age: 29
Loves Mint & Mango

TIER 1 - A LIST + CELEBRITIES

GOAL: Increase brand awareness and visibility in media and press for JUUL in an extremely challenging, restrictive environment.

Current Reach: **20+** Celebrities, which will have a collective reach of:
163mm Social Media
531mm Earned Media

TIER 2 - CONTENT CREATORS

GOAL: Deliver authentic content that outperforms studio-shot creative and drives awareness

165 Media/Reporters and Social Personas which have a collective reach of:
1.5mm Social Media
178mm Earned Media
\$63k Content Creation Value

TIER 3 - INFLUENCERS (ONLINE AND OFFLINE)

GOAL: Boost referrals offline and help educate everyday adult smokers on the benefits of switching

+28k Word-Of-Mouth advocates, which have a collective reach of:
9.6mm on Social Media
286,500 New Users Referred

Product Draft Roadmap (US) - Flavors, Devices, Accessories

- 1. Quarterly flavor launches to:
 - 1. Test/learn prior to c-store expansions (review @ 3 months)
 - 2. Give auto-ship & specialty 1 month early access
 - 3. Meet cons. demand for variety (address flavor fatigue)
 - 4. Optimize best 10-flavor portfolio by end of year (including best category mix - more Fruit/Dessert)
- 2. Devices launches to:
 - 1. Provide seasonal ‘surprise & delight’ lift
 - 2. Introduce 2nd core color (match competitor offerings)
- 3. Charging case goal H2

FDA & quality refresh



Flavors*	Tox & Consumer Testing Private Blend Contracts Prepare 4 flavors each Qtr	Lemon Tea (Portfolio)	Apple Cinnamon (Partner)	Grandmaster (Partner)	
		Guava Lychee (Portfolio)	Kiwi (Partner)	Berry Tart (Partner)	
Devices	Navy Blue (SEASONAL)	Blush Gold (SEASONAL)	White Gold (CORE)		Ruby Red (SEASONAL)
Accessories				Charging Case	
Q1		Q2	Q3	Q4	



**final flavor selections 1 month prior to launch based on tox & consumer testing - 4 flavors will be prepared anticipating dropouts*

Trade Marketing

1. 2017: Understand channels & refresh in-store merchandising and collateral
 2. 2018: Optimize in-store branding; aligning promotion windows, building out shopper/path to purchase insights, infrastructure tools & establishing position as “category captain”
 1. Full year B2B plan
 2. BDF Convenience Plan
 3. TPR Promotions (two 8wk windows)
 4. Loyalty/Alternative Tactic Tests
 5. Specialty Door Activations
 6. Co-Op Trade Marketing Campaigns
- **Gating: Investment in Staffing/Agency Support**
 - **Gating: Tool Development for Scale**
 - **Gating: Regional structure TBD**

2018 Trade Advertising: Ad Placement Calendar (CSP & CSD)					
JAN	FEB	MAR	APR	MAY	JUN
CSP Print Ad	CSD Print Ad	CSP Print Ad	CSP Print Ad	CSP Print Ad	CSD Print Ad
CSPDailyNews.com		CSPDailyNews.com	CSD Merchandising: Product Release	CSPDailyNews.com	CSPDailyNews.com
		CSD Digital: HNP Feature		CSD Digital: Web Banner	
JUL	AUG	SEPT	OCT	NOV	DEC
CSP Print Ad	CSP Print Ad	CSP Products Magazine Ad	CSP Products Magazine Ad	CSD Merchandising: Product Release	CSD Digital: Custom Newsletter
CSD Digital: HNP Feature:	CSPDailyNews.com	CSPDailyNews.com	CSPDailyNews.com		
	CSD Merchandising: Product Release	CSD Print Ad	CSD Print Ad		
		CSD Digital: Web Banner	CSD Digital: HNP Feature		

Owned Retail

1. Launched shop-in-shop service center on Nov 15th (looking to expand to 5 new locations in 2018)
 1. Averaging 45% new customer traffic - organic attraction, primarily walk-by
 2. 85% of new customers who sampled also purchased
 3. 72% lift in average daily device sales (vs. 9% & 20% at respective control stores)
2. Format Expansions
 1. 3 x East coast shop-in-shops in H1
 2. 1 x London location
 3. US Vending machine test

- **Gating: Investment in Staffing/retail expertise**
- **Gating: Invest in external tactics to drive traffic**
- **Gating: Investment in location & operations strategy**



Appendix

Dept highlights - last 9 months

1. **Brand:** Branded and launched corporate website
2. **Brand:** Launched consumer rebrand at retail
3. **Product:** Launched 3 new flavors and 1st colored device
4. **Retail:** Launched 1st shop-in-shop in NYC
5. **Acquisition:** Identified 4 scalable targeted mktg programs w/in-market tests (CAC \$65-\$100 - CLV \$200+)
6. **Acquisition:** Completed first in-channel smoker brand targeting program - 8K to-date
7. **Insights:** Completed foundational consumer research for NPI, consumer journey & communications
8. **Insights:** Launched brand tracker & quality tracker
9. **Resourcing:** Grew team from 2

Core Dependencies

Strategy	Gate	Stakeholders	Key Dates
Consumer Target & Competitive Brand Position	Q1 McKinsey Brand Alignment Q2 Strategic Agency Partner	Sales Legal/SRA Mktg	Align by Feb Q1 Agency Q2 Brand Guide Updates
Marketing Code	Q1 McKinsey Brand Alignment	Legal/SRA Mktg	Align by Feb Q1 Research & Plan Q2 Launch 1st Initiatives
(Global) Brand Awareness	Q2 Strategic Agency Partner Q3 Regional Test (P&L lift vs. target market growth)	Sales Legal Mktg	Align by Feb Q1 Agency & Plan Q2 Launch Regional
Product & Packaging Roadmap	Demand Plan Alignment	PD Mktg Sales Legal /SRA	Approve by Jan H1 launches

CORE ELEMENTS | LOGO

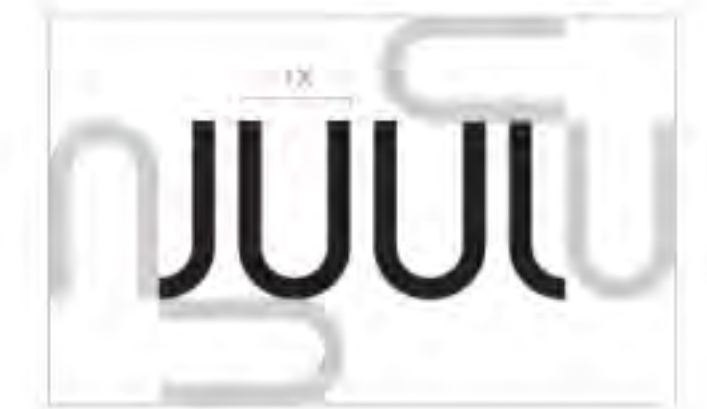
The JUUL logo is our primary branded element and should never be altered in any way. We use our logo in both white and black depending upon the background and purpose. We should never use our logo over busy imagery that “fights” for attention. Keep the mark clean with clear space surrounding it.

Claim.

We further identify JUUL as an alternative for smokers with a secondary “Smoker’s Choice” lock up. The JUUL hexagon is always positioned with the phrase next to it and this positioning should not be altered. One appropriate placement for the claim is directly underneath a short headline.

JUUL®

Logo



Clear
space




 THE ALTERNATIVE FOR ADULT SMOKERS

 THE ALTERNATIVE
FOR ADULT SMOKERS

Simply
Satisfying

 THE ALTERNATIVE FOR ADULT SMOKERS

Simply
Satisfying

 THE ALTERNATIVE FOR ADULT SMOKERS

Negative

JUUL/hex logo + lock-up with The Smoking
Alternative

CORE ELEMENTS | COLORS + FONTS

Brand colors.

At right is the approved JUUL palette for Web and print mediums. Please use ONLY these colors as the bands indicate— background color, accent and CTA. The bands also represent an approximate amount of color usage in a medium, with exceptions noted in the following pages.

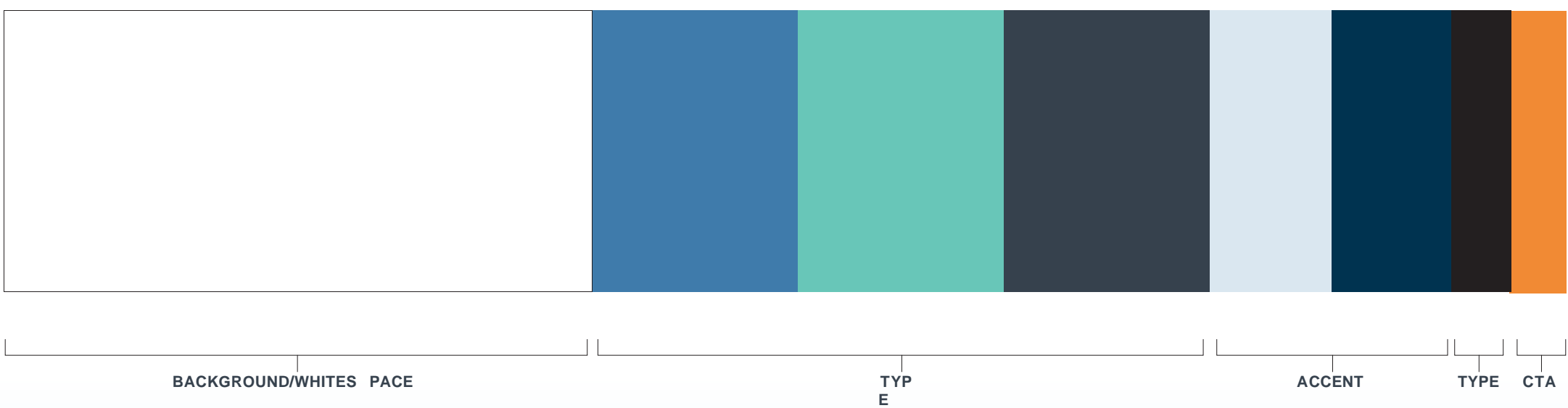
Font family.

Our font family is Twentieth Century. No other font should be used for advertising and marketing.

Colors | Web



Colors | Print



Pantone 660C	Pantone 325C	Pantone 432C	Pantone 545C	Pantone 539C	Pantone 419C	Pantone 158C	Pantone 420C
R64, G124, B202	R101, G203, B201	R51, G62, B72	R199, G218, B231	R1, G38, B57	R34, G34, B34	R239, G118, B34	R209, G209, B209
C75, M47, Y0, K 0	C55, M0, Y25, K 0	C78, M64, Y52, K43	C20, M7, Y4, K0	C97, M75, Y50, K57	C71, M65, Y65, K72	C2, M66, Y99, K0	C0, M0, Y1, K18
HEX# 407cca	HEX# 65cbc9	HEX# 333e48	HEX# c7dae7	HEX# 012639	HEX# 222222	HEX# ef7622	HEX# D1D1CE

Font | Twentieth Century

ABCDEFGHIJKLMN
OPQRSTUVWXYZ
1234567890

abcdefghijklmnopqrst
vwxyz

ABCDEFGHIJKLMNOPQRST
U VWXYZ1234567890 - Light

ABCDEFGHIJKLMNOPQRSTU
VWXYZ1234567890 - Medium

**ABCDEFGHIJKLMNOPQRSTU
VWXYZ1234567890 - Semibold**

ABCDEFGHIJKLMNOPQRSTU
VWXYZ1234567890 - Bold

SECONDARY ELEMENTS | PHOTOGRAPHY + GRAPHICAL
ELEMENTS

Photograph



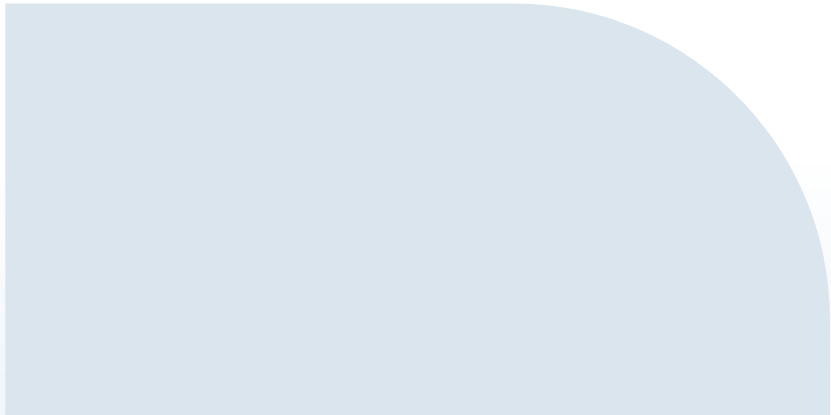
Our style of photography should feature a 35+ demographic. We use imagery that is light and optimistic—we aren’t depicting ourselves as a “nighttime” brand. Moments should reflect an overall attitude of satisfaction, in both social and (occasionally) solitary moments.

Gradien



The above gradient is approved for use as a background tone in advertising and marketing.

Arc



The arc is an element that is used to house information and can be used flush left or as an inverse shape that is positioned flush right. Examples follow.

Influencers

Influencer Verticals

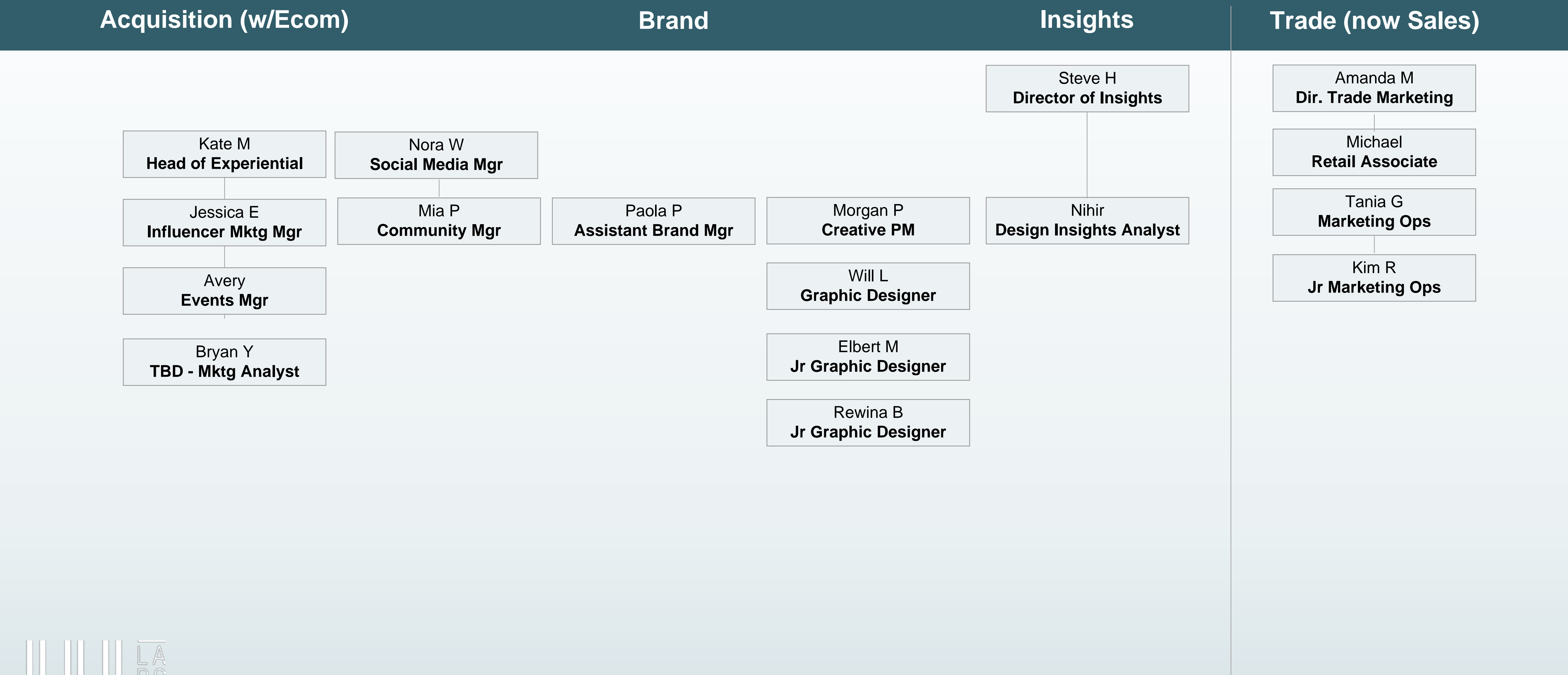
Worst < 12345 > Best

Tier	Vertical***	Size of Smoker Market	Rank of size	Avg (Median) Annual Income	Rank of Income	Impact Beyond Vertical	Ease of Access	Brand Fit	Overall Score	
★	1	Hair Stylists / Barbers	80,844	5	\$24,260	1	4	4	5	19
★	1	Photographers & Graphic Designers	86,786	5	\$34,070	2	4	3	5	19
	1	Publicist/ Talent Agents (includes sports)	7,365	2	\$58,020	3	5	4	5	19
	1	Directors/Producers (Includes TV, movie)	16,164	3	\$70,950	4	5	1	5	18
★	1	LGBTQ	545,013	5	Depends	3	3	3	4	18
★	1	Chefs and head cooks (F&B - 614k)	17,580	3	\$43,180	2	5	2	5	17
★	1	Fashion Designers (includes motion picture)	2,856	2	\$65,170	4	4	2	5	17
★	1	Nightclub / Bar Owners	7,200	2	\$60,000	3	5	2	5	17
	1	Spanish Speaking Community	4,920,000	5	Depends	3	3	3	3	17
	2	Food & Beverage Workers	614,712	5	\$19,630	1	4	2	4	16
	2	DJs	10,800	3	\$52,000	3	4	3	3	16
	2	Real Estate Sales Agents	18,220	3	\$44,090	3	3	2	5	16
	2	Bartenders (serving-related)	73,344	5	\$20,800	1	3	2	4	15
	2	Singers / Musicians	5,103	2	\$52,000	3	5	2	3	15
	2	Mechanical Engineering (Construction)	34656	3	\$84,190	5	3	2	2	15
	2	Civil Engineering (Construction)	36420	3	\$83,540	5	3	2	2	15
	2	Music Directors / Composers	3,034	2	\$50,110	3	3	1	5	14
	2	Actors (includes TV, movie, theater)	5,834	2	\$39,520	2	5	1	4	14
	2	Models (excluding self-employed)	576	1	\$21,870	1	4	4	3	13
	3	Mining and Geological Engineers	876	1	\$93,720	5	3	2	2	13
	3	Lodging Managers	5736	2	\$51,840	3	2	1	4	12
	3	Hotel Owners / Senior-Level Executives	216	1	\$55,000	3	3	1	4	12
	3	Tattoo Artists	7200	2	\$30,758	2	3	2	2	11
	3	Taxi Drivers / Chauffeurs	233900	5	\$23,300	1	2	1	2	11
	3	Trucking/Transportation (includes UPS)	420000	5	\$41,340	2	1	2	1	11
	3	Waste Management Executives	5356	2	\$111,930	5	1	2	1	11

Marketing Dept - Q4 2017

Chelsea K
ED Product Mktg

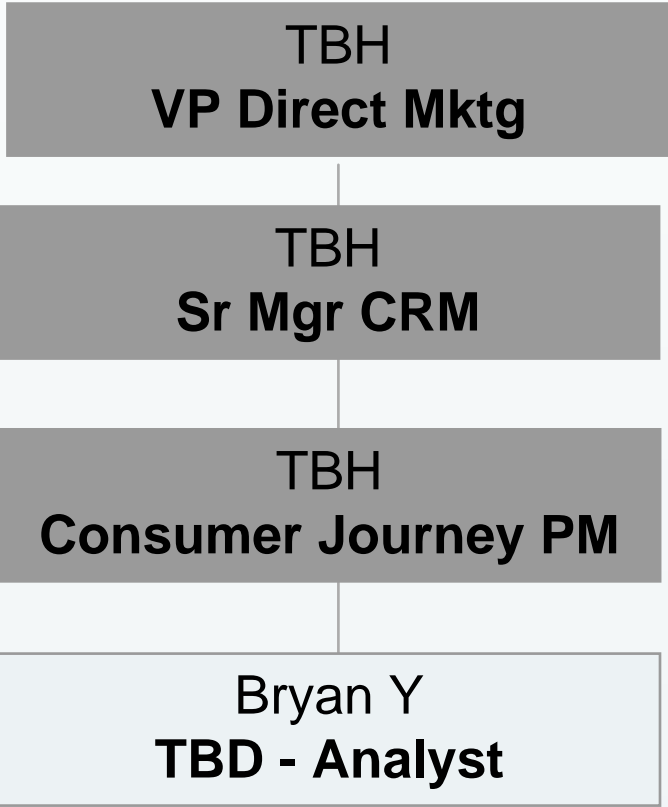
Bob R
CSO



Marketing Dept - 2018

TBH
CMO

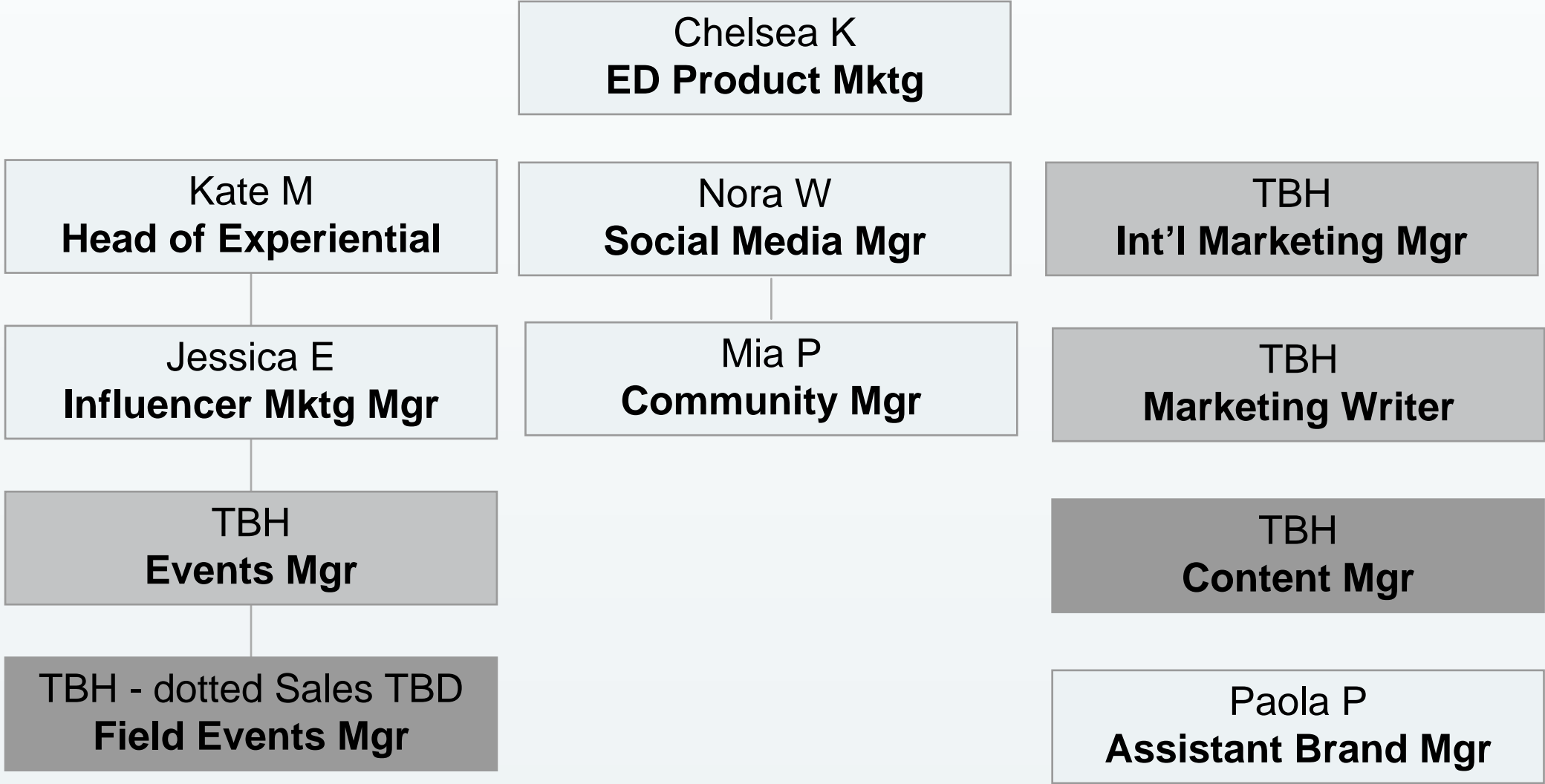
Acquisition/
Retention - Ecomm?



2017 Open Roles
2018 Planned



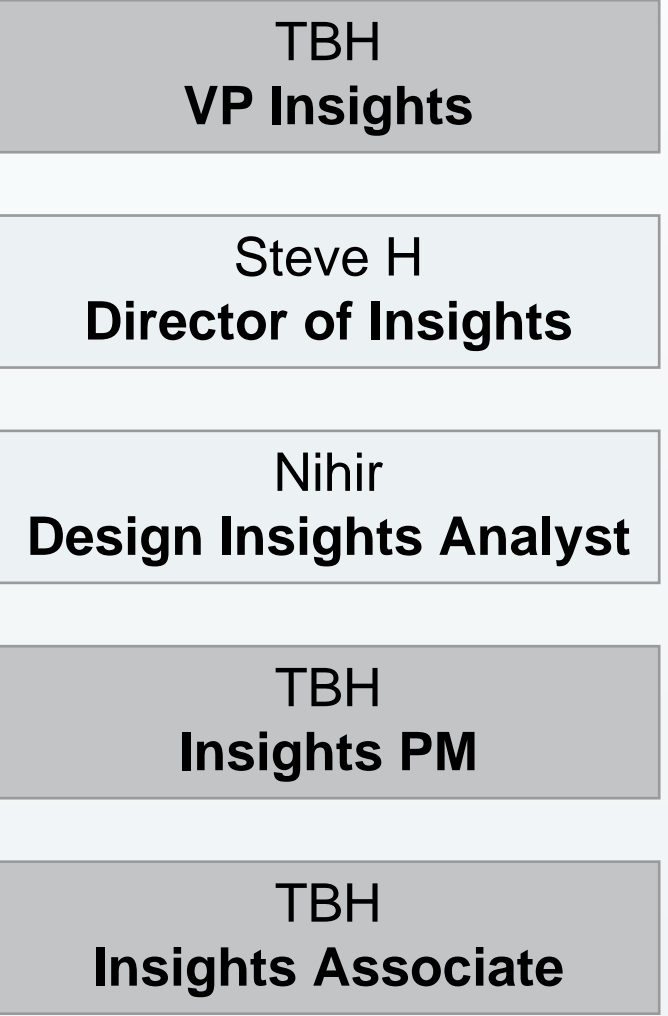
Brand



Retail



Insights



Strategic Alignment Needed

Mission	Drive innovation to eliminate cigarettes			
Vision	To improve the lives of the world's 1 billion adult smokers.			
	Place adult smokers at the center of everything		Lead the industry with leading conduct	
Pillar	Consumer Brand	Brand Growth	Corporate Leadership	Corporate Credibility
2018 Strategic Objectives	Own satisfaction, simplicity & freedom in category	Gain adult smoker awareness	Be the innovator of well-being in category	Establish trust with youth prevention efforts
2018 OKRs	Maintain NPS >30 (40) Reduce churn <30% (30-50%)	<i>Need Alignment - Grow awareness to 30% (7-10%)</i> Trial 150K influential smokers	<i>Need Alignment - 1 major press story/quarter</i>	<i>Need Align - credibility rating w/audiences</i>
2018 Strategic Actions	<ul style="list-style-type: none"> Position consumer brand ID Build best flavor portfolio Effective retention & on-boarding programs Competitive shop experience online, channel & owned retail Leverage testimonials to engage Expand journey & need insights 	<ul style="list-style-type: none"> Brand campaigns in top 10 regions Direct trial to 150K adult smokers Influencer/vertical smoker penetration (WOM) 	<ul style="list-style-type: none"> Thought leaders at tech/innovation events (i.e.TED, TechCrunch) Biz/trade press to leverage 1st/3rd party research & product roadmap Leverage testimonials to lend credibility 	<ul style="list-style-type: none"> Publish ongoing youth prevention efforts & position (TBD Parent/teacher tools) (TBD regional PSA) (TBD partnership)
Key Sensitivities/Gating	<ul style="list-style-type: none"> Brand alignment - consumer vs. corporate HC - creative, retail, retention 	<ul style="list-style-type: none"> ATL campaign alignment HC - acquisition 	<ul style="list-style-type: none"> Prioritization vs. other Objectives HC - consumer PR 	<ul style="list-style-type: none"> Distinct goals & strategies by audience (FDA, parents, press)